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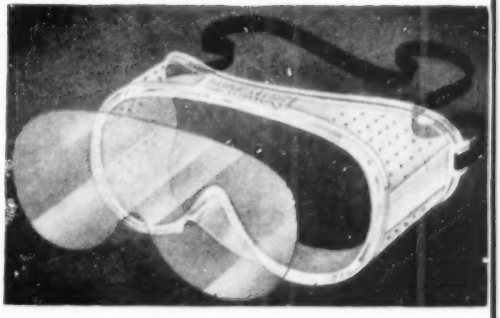

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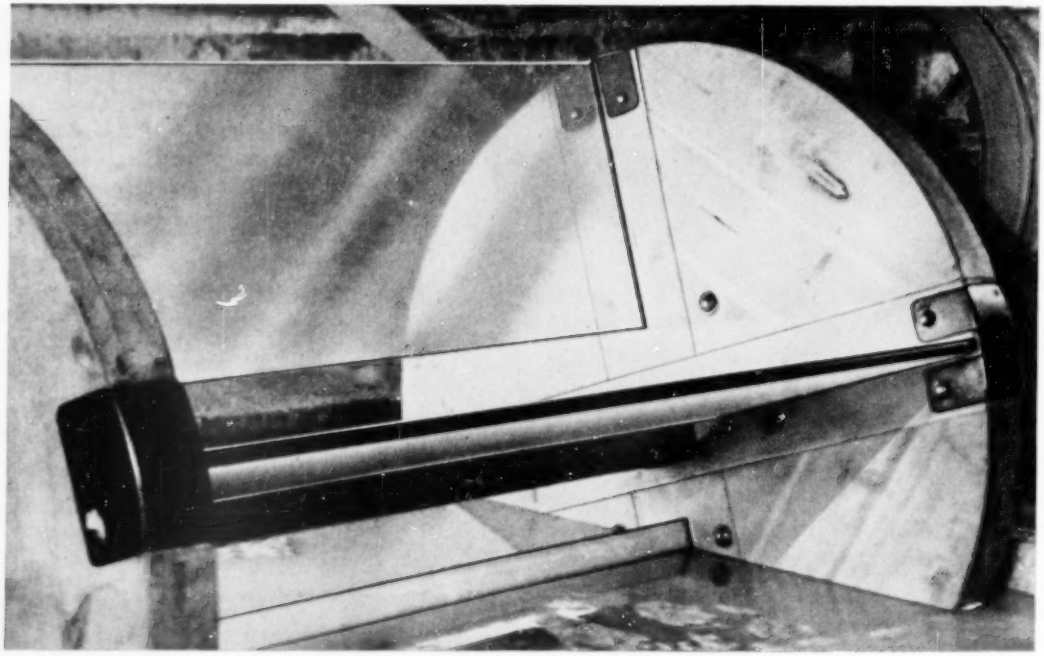

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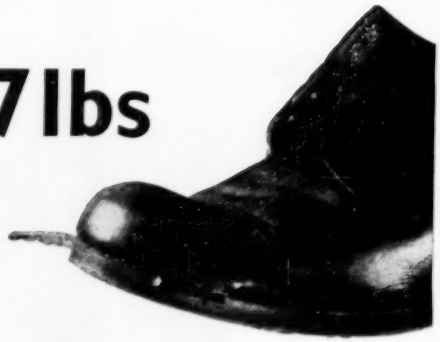

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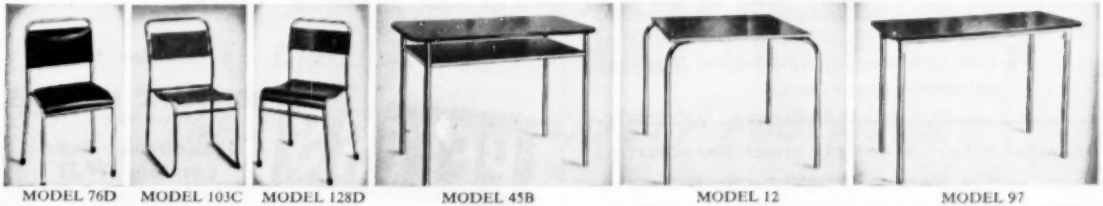

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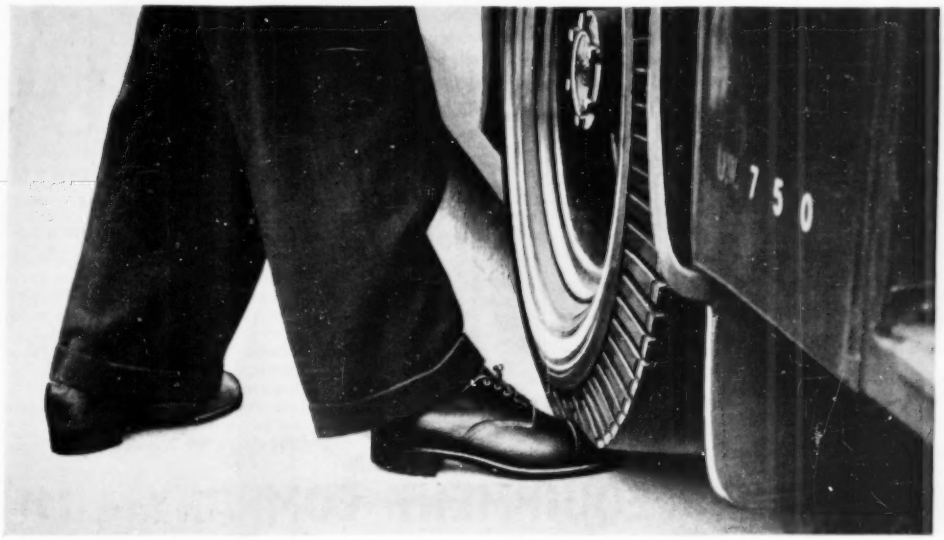

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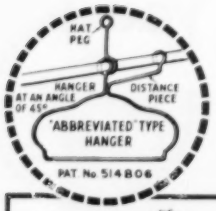

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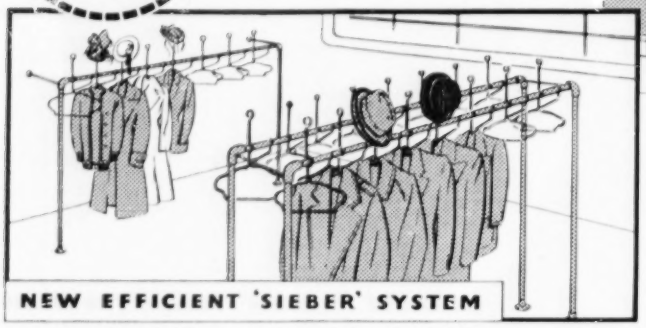

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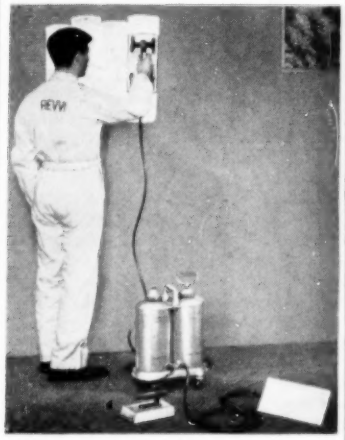

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Personnel Management Welfare and Industrial Equipment

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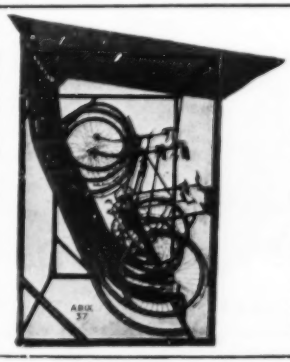

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" They've tried a few tops on these tables, one time or another ! "

" I reckon this plastic stuff beats the lot though."

" What's it called, Jim ? "

" Well, as a rule I'm only interested in the food but I couldn't help asking what this is, seems its called ' DECORPLAST '."

" There's quite a lot of this plastic sheeting about—you see it everywhere nowadays—suppose they're all the same ? "

" That's just where you're wrong, Bill, the manager was saying that this is by far the best in all respects."

" Who makes it ? "

" Holoplast Limited, and I reckon they know as much about this kind of thing as we do about metal ! "

" You're right there—I've seen the Holoplast walls in the new ' admin ' block."

" Well I think it's lovely, in fact when I get married I'm going to have it in my kitchen ! "

" Trust you Mary, you always want the best—don't you ? "

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Though protective equipment is doing much to make the factory safer, the human factor is the main cause of accidents. How to reduce the human factor? By training, said several distinguished speakers at Birmingham's 1953 Safety Congress. And one of them described in detail how his firm was training its employees to work more safely. Already, some remarkable results have been achieved.

Source of new ideas in accident prevention—a general view of the second S.A.F.E. Exhibition organised by Birmingham & District Industrial Safety Group.

Safety Training Cut Accidents by 64 Per Cent

Birmingham's Safety and Factory Efficiency Congress and Exhibition

reported by **DENYS HAMILTON**

IN 1946, Vauxhall Motors Ltd. had 375 lost time accidents. In 1952, they had 134—or a reduction of 64 per cent over six years, with about 11 per cent more hours worked. The accident frequency rate went down from 2.09 in 1946 to .66 in 1952. Hours lost dropped from 57,800 to 9,700, and the severity rate from 624 in 1946 to 95 in 1952.

How were these splendid results achieved? Largely by training in safe methods of working, said Sir Charles Bartlett, managing director of the company, when he spoke to delegates to the Birmingham and District Industrial Safety Group's 1953 Safety and Factory Efficiency Exhibition and Congress in June.

Some managements felt, said Sir Charles, that they had no special responsibility for **safety training**. Their responsibility, they believed, was to see that their factories were decently safe places to work in, that posters were plentifully sprinkled around the factory, that a surgery or dressing-station was provided for the "inevitable" minor mishaps. After that, the thought was, sometimes, that "we cannot be responsible for what daft folks do."

If that was one's approach, one should not be surprised if a lot of accidents occurred; nor if, on investigation, one found that 95 per cent of these accidents could be rubber-stamped "It need never have happened."

Management *must* be responsible for the vagaries of "perverse human beings;" and that meant training.

Though Britain had the fullest industrial safety legislation in the world, her accident record was worse than that of the United States, where statutory requirements were comparatively slight. Although his own company's record had improved, they still had four times as many lost time accidents as had similar firms in America. "Factory regulations can, at best, be no more than a mean of what is reasonably possible throughout *all* factories. Perhaps in doing what the law demands we have overlooked what can further be done and particularly the necessity for training."

The only generating force which could reduce the frightening figure of accidents in industry—there were 183,000 (828 fatal) in Britain in 1951—was the right attitude of mind. Training for safety must begin at the top. The managing director must start by finding or developing among his senior associates that same mental attitude which he desired to see among his workpeople.

Sir Charles then described how the Vauxhall safety training scheme had been implemented.

1. First place to be tackled was a big press shop where "a number of very nasty accidents" had happened. The management developed **press-guarding,** working all the time *with* their men who, being "in the picture," made suggestions and co-operated all the way. As a result, there had not been one serious accident between the tools of a

Apart from trade stands the exhibition contained several interesting "domestic" displays. Joseph Lucas Ltd. showed a power press, with automatic feed and mechanical handling equipment, operating under factory conditions. Photographs illustrated Lucas's comprehensive safety and health schemes.

press for over ten years. And the press operators were among the firm's most safety-conscious people.

2. Next, they turned their attention to other sections. How and why did accidents happen? They found that everything depended on the *mental attitude* of the workpeople towards safe working. So they started **safety committees,** which had done good preventive work in every large shop or department.
3. Then they started **training managers**—not only in the things that could be done to cut accidents, but also in producing the mental attitude which was necessary to make these ameliorative measures do their job. Safety training courses (five two-hour sessions on five successive days) were instituted for managers and senior supervisors; foremen; and setters, group leaders and leading hands.
4. They decided that **training of operatives** was best done by individual word-of-mouth instruction from day to day. "We think that a foreman should have a list of all his people and make a point of having five minutes' conversation with two or three men each day on some safety matter. He should keep a note of those to whom he spoke and what they spoke about. If this is done, over the months and years there will be a constant stream of practical, personal and topical instruction flowing to the people on the shop floor."
5. They saw to it that safety was always an integral part of **job instruction.**
6. They made each department head the chairman of his department's safety committee. All these chairmen, plus a director, the welfare manager, the safety engineer and others formed a **central safety council.** This body worked out safety policy and a code of discipline, dealt with offenders against that code, and kept a straight line of communication from the top level to the shop floor.

Like Sir Charles, Sir George Barnett, H.M. Chief Inspector of Factories, emphasised the human factor in accident causation. Legislation had not provided the answer, and was not likely to do so. He quoted these figures to point his argument:

Accident Cause	1925	1950
Handling goods ...	16,952	53,378
Persons falling ...	19,510	26,955
Being struck by falling bodies	21,793	17,886
Use of hand tools ...	15,081	17,277
Striking against objects	11,777	14,019

Such accidents, said Sir George, were largely preventable by care and knowledge. They were due to faults in use, not to faults inherent in the gear or lack of maintenance. Good practice had to be *taught* to the workers—the right habits could not be picked up.

On the other hand, legislation had produced substantial reductions in the number of accidents attributable largely to *environmental* or physical causes. For instance, in 1900 there were 1127 accidents on power presses; in 1950, with many more presses in use, there were 560. Again, in 1925 transmission machinery caused 1,363 accidents, in 1950, 720.

The Key Man

So the problem for management to tackle was the one which legislation could not touch—reducing the human factor in accident causation. Training and education were the keynote, and the supervisor was the key man. Management must evolve a policy, and keep the foreman continuously informed of its developments. He should be a member of the departmental safety committee, represented as a grade on any central safety council, fully apprised of his responsibilities in accident prevention and properly trained and educated in safety principles.

Foremen should meet periodically to discuss safety.

All new entrants — particularly young ones—should be trained from the start in safety principles. Training of older workpeople was more difficult, but the least that could be done was to ensure that when they changed over to new work they were told how to do it by the safest method.

Finally, to ram the doctrine home, there was Lord Llewellin, president of the Royal Society for the Prevention of Accidents. "We have got to have the people running the factories interested in the safety of those working in them," said his lordship. He believed not in "safety first" but in "safety going along with efficient production." If managements were not interested in the safety of their workpeople, there would be gaps in production, men being stood off, waste of material and—what was worse—injuries.

Points made by other speakers included:

In safety education the unions can play a big part. I believe that some American unions have run safety training courses for their members.

Exhibition stand of F. H. Lloyd & Co. Ltd. was a replica of the respirator cleaning room at their Wednesbury works. All respirator wearers in the works have two sets, one being washed and disinfected while its duplicate is in use. Mark IV respirators are cleaned by vacuum suction.

Will our unions follow suit? We cannot, of course, expect them to do so until managements have done their share. Some managements have done a lot, but every effort must be made to get the laggards started. —*A. G. Palmer, works regulation officer, North Thames Gas Board.*

Industrial health services cannot be considered adequate. What is needed is an extension of schemes like the Slough Industrial Health Service. The salvation of small firms, who are in great difficulty, lies in their incorporation into group schemes. Also, the ideal is to have at least one trained first aider in every factory.—*Dr. F. H. Tyrer, medical officer, West Midlands Gas Board.*

Watch the figures to find out where the trouble spots are. Safety officers have a vast source of untapped knowledge at their disposal in the works surgery.—*Dr. J. P. Bull, director, Industrial Injuries and Burns Research Unit.*

The building industry is behind the times in accident prevention. The safety and welfare officers required by the Building (Safety, Health and Welfare) Regulations, 1948, are more often than not clerks in offices without experience of construction jobs. Scaffolding is too often erected by inexperienced men. Before a man is allowed to erect a scaffold, he should be qualified through an examination by a factory inspector, a representative of the employer and a trade union representative.—*J. H. Turner, district organiser, Transport and General Workers' Union.*

Said to be the largest of its kind in the world, the exhibition run in conjunction with the congress was designed to illustrate the central theme that the accident rate in industry can be cut, but not by legislation alone. Its purpose was largely educational, and it was attended by (among others) more than 4,000 young workers.

A WARM WELCOME

Our cover photograph illustrates the main point made by Miss Pepperell in the article which starts on this page. All who come into contact with the new entrant are creating an impression which can have either a very good or a very bad effect on the newcomer and on the company. The first step towards creating the right impression is a warm welcome. (In this case, the welcome is being extended at Glaxo Laboratories Ltd.)

"We still lose too many people during the early months." This complaint is, unfortunately, all too common. Not only is this high turnover among newcomers a costly business; it can be very damaging to a company's reputation. In a helpful article, Miss Pepperell outlines the simple steps that should be taken to ensure that recruits stay to become veterans.

Make Sure the New Starter Stays

By ELIZABETH PEPPERELL
Assistant Director, Industrial Welfare Society

I WONDER how many people, when passing our factory, office or store, or when hearing its name mentioned, are reminded of a venture that failed, and represent on our labour turnover records one of many who left within the first three months. How much wiser we would all be if we could listen to their conversation, and how interesting it would be to compare their true reasons with those they gave us on leaving.

I wonder, too, how many left for reasons that could have been avoided had more care been taken at the interview, or more imagination used during the early days. The majority, I would guess.

In spite of all that has been written, preached and practised on this subject, the problem is still with us; high labour turnover during the early months is losing time, money (it is estimated that the cost of engaging an unskilled person is approximately £26), and enthusiasm. The following notes have been written in the hope that they will serve as a useful reminder of the elementary matters so important to the newcomer and, incidentally, to the morale of existing employees.

Between the applicant's first interview for work, his acceptance by the company and his first day, the company's responsibilities fall into two categories:

1. Obtaining from the applicant necessary factual details both from the company's and the legal point of view, and giving him the information he needs.
2. Explaining company policy; what the new employee can expect from the company, and what it expects of him; the management's attitude to his personal well-being; the company's pride in its products, etc.

How far these duties are shared by employment officers, personnel officers, works managers and foremen, is a matter for each firm to decide. It is, however, every management's responsibility to make sure, on the newcomer's first day at work, that all the preliminaries have been carried out.

Even if specific and detailed information has been given at an earlier interview, it is necessary to ensure that the newcomer fully understands it. So often the enthusiastic personnel and welfare officer makes the mistake of giving too much information at the initial interview, when the applicant is much more anxious to create a good impression than to absorb and retain facts. The poor, bewildered man finds himself loaded with pamphlets on the sports club, savings scheme, accident prevention, and so on.

A group of welfare and personnel officers I met recently agreed that one of the biggest puzzles they have to solve is the number of applicants who disappear during the morning of the interview. Some vanish from the waiting room before seeing the welfare or personnel officer, others after the interview and while awaiting their visit to the medical department. Others, again, are "lost" after these preliminaries and while waiting to go on a tour of the works. There may be various reasons for the

First-class training of newcomers is essential. If training is inadequate, it may produce a sense of failure, and eventual resignation.
(Glaxo Laboratories Ltd.)

disappearance—second thoughts on the part of the "frivolous" applicant who just comes with a friend and impulsively decides to apply on the spot; the brusque official manner of a commissionaire; the smell of the product; the casual comments or grumbles of the cleaner in the waiting room; the welfare or personnel officer's attitude; the fear of many forms to fill in and of the medical examination (especially when, in their words, they "did not come prepared for it"); conditions in the workroom; and lack of moral courage to say that the job or the pay does not attract them. The last reason applies especially to those who go through all the initial procedure and just do not turn up for work.

This list spotlights the need for impressing on all who come into contact with the new entrant that *they are creating an impression which may have disastrous effects on the applicant and the company.*

Assuming that our applicant has survived all the formalities and can now be regarded as an employee, we can be pretty sure (1) that he has decided that our company is one he would like to work for; (2) that he feels the wage and other forms of remuneration are at least the minimum reward he can reasonably expect for his efforts; (3) that he believes the job is within his capacity; and (4) that the working conditions and personnel policy are satisfactory as far as he can judge.

What further steps can the welfare or personnel officer take to reduce the number of broken contracts? Here they are:

(a) Know the requirements of the job for which the appointment is being made. Make sure that the request by the production department or office is justified and the job description necessitates the particular kind of person asked for.
(b) Make sure that all preparations for the new employee are made in the department.
(c) Make sure that the new employee is introduced to his supervisor and working colleagues.
(d) See that any special departmental practice or custom is explained.
(e) Explain to him the company's policy towards trade unions.
(f) Tell the new man to whom he can go for further advice if he should need it.

There is no doubt that one of the biggest factors in stabilising the employee during the early months is the influence of the person who trains him for his new job. Although seldom mentioned, inadequate training, leading to a sense of failure (because aptitude and speed expected on the job have not been acquired), is often a reason for leaving.

At this point, some readers may be saying: "We do all that and more. We take infinite trouble, and our supervisors are well aware of their responsibilities too, but *we still lose too many* during the early months."

If this is happening, the person who carried out the initial interview should interview the newcomer again two weeks or, at the latest, a month after engagement. Before this follow-up, he should have obtained from the supervisor a report on the new man's performance, etc. The follow-up interview has many points in its favour, and many uses: to answer the new entrant's personal queries, obtain his or her views on the work (and thereby to test one's own judgment in selection), encourage where necessary, suggest an alternative approach to the job and supervisor where the report is unsatisfactory, give additional information about the company and the job, and invite membership of clubs, benefit schemes and so on.

In short, the follow-up interview is invaluable both for the newcomer and the company. Its value must be recognised and utilised to the full. The objective is that instead of good potential employees saying, "I started there once," they will say, "That's where I work now."

CIVIL DEFENCE

Industrial C.D.O's. to Hold First Convention

WITH a membership approaching 300, the Society of Industrial Civil Defence Officers is growing apace and has already rendered good service to those responsible for factory defence. Testimony to its increasing importance comes with the news that the society is to hold its first annual convention at Eastbourne from September 28th-30th. Principal guest at the convention dinner will be the Home Secretary, Sir David Maxwell Fyfe, Q.C.

Though details of the programme are not available at the time of going to press, it can be announced that the following will be among the speakers at the convention: Major-General J. S. Lethbridge, C.B., C.B.E., M.C., president of the society; L. G. Bullock, O.B.E., principal officer of the South Eastern Civil Defence region, Home Office; Lieut.-Col. R. G. McCall, M.B.E., S.E. Region, Ministry of Food; R. M. North, Home Office; A. G. Field, Middlesex County Chief Civil Defence Officer; and Sir John Hodsoll, C.B., director of Civil Defence training.

Industrial C.D.O's. who are not yet members of the society may be interested to know that several local groups have now been formed. These are West Riding (Northern), Merseyside, Manchester, Leicestershire and Northamptonshire, and Tyneside.

Now that the society is in full swing, and the Industrial Civil Defence Service has been inaugurated by the Government, those responsible for the defence of industrial and commercial premises are coming very much more into the overall Civil Defence picture. For its part, the society issues to members a monthly *Review* containing news and articles giving up-to-date information which is of the greatest value. Further, the group meetings provide a splendid means of interchanging ideas and experiences.

Full details of the convention and of the society can be obtained from either the secretary, H. P. Moll, Shell-Mex and B.P. Ltd., Shell-Mex House, Strand, London, W.C.2, or the chairman, A. G. H. Brend, British Electricity Authority, Winsley Street, London, W.1.

Word power for industry. The author, director of an organisation which has trained hundreds of managers and foremen to speak effectively, instructs a class of Ribena salesmen.

How to Become an Effective Speaker

By ARCHIBALD CRAWFORD, Q.C.
Director, Speech Training for Management

Many industrial troubles arise from misunderstanding. Many a lecture to trainees goes awry because the lecturer fails to grip his audience. Words—spoken or written—are the basis of all human relations, in the factory as elsewhere. Get the words right, and the rest will follow. In an important series of articles, starting above, an authority on speech training offers advice to all grades of management on how to make sure that what they say at work (and on the social round) is said with aptness and tact.

WORDS are the tools of your craft. All actions and all relationships depend upon words—and their quality. If the words are wrong, little else can be right. It is, then, imperative that all members of management, from the director to the foreman, become skilled in speech.

Clear thinking and clear expression of thought are the fundamentals. To educate a man, whether technically or to an attitude of mind, you must first hold his attention, and then influence him.

It is not easy to hold the attention of an audience. It is not merely a matter of letting such words as come into your head on the subject in hand fall from your lips. It is a careful precision job in which you have to assess your audience and its needs, and to adjust your thoughts and words to meet those needs. You must not assume that your listener is eager to hear you. *The average listener is going to resist you.*

You are describing a new process which is to be introduced to some men from the shop floor. Smith is apathetic. ("I don't need to listen. It'll be months before they start it, anyway, and anything may happen before then.") Brown is indifferent. ("I'll pick it up when it comes. If I don't, I won't worry—they won't sack me.") Robinson is counter-attracted. ("If I put Chelsea to win, and Huddersfield to draw . . . .") Snooks is prejudiced. ("If this idea works, it'll likely make me redundant. As far as I'm concerned, it *won't* work.") Green is hostile to new ideas. ("Never happy unless they're changing something. The old way's good enough for me.")

And you will find those men's counterparts in every audience.

Your first task when you are going to address an audience of one or a thousand-and-one is to consider your audience in relation to yourself and to your subject. What is their attitude to your subject likely to be? What is their attitude to you personally? What are their jobs? Are they old or young in the service of the firm? Why have they gathered to listen to you? What is their sex? Avail yourself of every scrap of information there is upon their relationship with you and your subject.

No speech can be successful without this preliminary reconnaissance. For during your preparation and during your speech you must continually seek to relate your subject to the interests of your audience. Ever in the forefront of your mind must be the fact that you must impinge upon their minds *at once*.

Spoken words are transient. Turning back to the previous page for additional light upon the present is possible only to the reader, not the listener. Your thoughts and their translation into language must be crystal clear, expressed as vivid mind-pictures, which will impress themselves upon your listeners' brains at the first shot.

One picture is worth 10,000 words. Let your audience *see* each idea as you utter it. Build up your picture for them stage by stage so that they can see it unfolding before their eyes. In that way they will understand your reasoning and the picture will remain in their minds. Show them characters in action in a planned design.

"We shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island whatever the cost may be. We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender."

There are two sentences which are vital because they are vividly graphic. Each word is an everyday one. There are eighty-one of them, and only eleven of them have more than one syllable. The picture of a nation fighting a retreat, without thought of surrender, is built up stage by stage.

Though we have not the command of the language which has been vouchsafed to Churchill, where better to learn than from a master of his craft? He gives us our lessons:

1. *A planned design to a vivid picture.*
2. *Colourful, concrete and simple words and phrases depicting characters in action.*
3. *The release of the full personality of the speaker to impress the picture upon the minds of the audience.*

Think in pictures and have those

pictures vividly clear in your own mind, and you will be able to clothe them in telling and impressive words. But . . .

Without mastery of our subject there can be no design and no picture. There is no substitute for knowledge. We have all heard the type of speaker who momentarily carries us away with his fluency. He is a spell-binder, and, while we listen, we believe that we are really hearing something of value. Then the speech is over, and we soon see upon analysis that it was without substance.

You must obviously have sufficient knowledge of your subject to carry you through the length of your speech. But you must have more than that.

Whether in conversation or speech-making, you must expect that your audience are going to probe your proposition, ask questions if they have any doubt of your meaning, produce counter-arguments if they tend to disagree with your views. So if you have exhausted your knowledge during your speaking time, your mastery of the subject is inadequate and you have failed.

Release of Knowledge

Even that proviso does not complete the meaning of the word "mastery." You must be able to regulate the release of your knowledge in order to make it suitable for the occasion. You must know what particular feature of your overall knowledge is the one which is appropriate to release to the present audience. You must know what you may safely assume is already known to your audience of your subject. You must remember that your approach to the subject must appeal to the vital interests of the audience.

Let us say, then, that you have "Big Mastery." That is the mastery which enables you to deal with the subject as a whole, and to acquit yourself adequately when you are questioned. And you have "Little Mastery," which is the mastery concerned with the release of your knowledge to the audience of the moment. For simplicity, I am going to call Big Mastery, "B," and Little Mastery, "L."

"B" should, of course, be as full as possible. It has to stand up to every conceivable question and counter-argument. So, in your preparation, forestall your questioners and your dissenters. Challenge your knowledge at every point—do not wait for them to do so. Dig into your knowledge to make your foundations sure and use for your spade that invaluable implement, the question mark.

Become a dual personality—one to adduce the arguments, and the other to attempt to demolish them! Working together, these two personalities will ensure that you enter the lists impregnably armed and shielded. Take care, though. Do not seek to use your whole armoury at one encounter.

"B" has to become "L." Too many warriors in the field of the spoken word do not know how to reduce the one to the other. Most people talk too long and, all too often, irrelevantly.

Think again of those questions which I suggested you should ask yourself about your listener. They are the questions which are going to bring "B" to terms of "L." What is the type of audience? What is the type of meeting? What is the time allotted? And so on.

Next month I will discuss the *design* of the word picture we are going to paint for our listeners.

A Welfare Suite for the Small Staff

By clever adaptation, based on the wishes of the staff, the welfare department of Boots Pure Drug Co. Ltd. have created a haven of rest and refreshment out of some most unpromising premises. There may well be some useful ideas here for other managements — particularly of small firms.

By LAURENCE DOPSON

FIRST of its kind in the organisation, a welfare suite, consisting of tea and rest room, kitchen, cloakroom and lavatories, has recently been opened in the Clapham Junction, London, branch of Boots Cash Chemists.

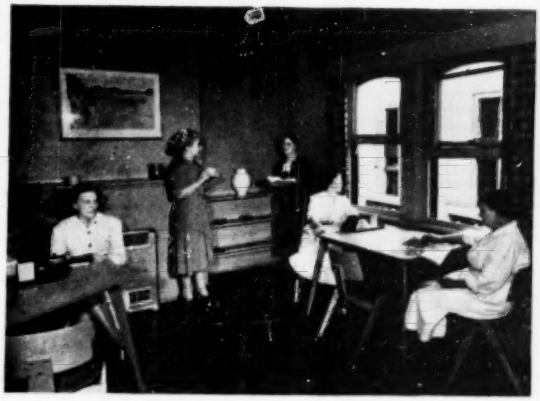
The shop employs about thirty-five women, and attractive accommodation has been provided by adapting what were ugly Victorian rooms in the top flat above the retail premises. The project has been something of an experiment for this firm. The problem contended with was old property and shortage of space, and the aim was to provide, without undue expense, comfortable and pleasant surroundings.

One room forms a combined tea-room and rest room. It contains three Swedish-type wooden tables, made by Boots' shopfitting staff. Individual tables were adopted for appearance and because they enable groups of friends to sit together; they seat up to six. The tops have rounded corners to avoid catching on dresses, and are covered with a hard plastic material, which is stain- and scratch-proof.

The design of chairs was also carefully considered, and the type obtained is comfortable both for sitting at table and for relaxing in after a meal. The staff were consulted about chairs, and themselves expressed the view that where, owing to limited space, it would only be possible to have one or two easy chairs, it is best to have none at all, for one or two will tend to be monopolised by the same people. An arm chair has been provided for the employee who feels unwell, but it has not been placed in this room.

Instead of arm chairs, a number of wooden footstools, with lino-covered tops, have been provided. Sitting in the comfortable chairs and with their legs up on these stools, the girls can relax in comfort.

The walls of the rest-room have been painted in pastel grey, the colour on the wall which contains the windows (and which is thus somewhat in shadow as compared with the others) being a lighter tone than the rest, so as to give a uniform appearance to the walls. The ceiling is in lemon paint. The floor is of a heavy quality linoleum, terra-cotta in colour. The same colour



Left: The combined tea-room and rest-room. Tables were made by the company's shopfitters. The staff elected to have the type of chair shown, rather than easy chairs.

Right: The girls like this wall-length mirror, which has several advantages over the individual type, usually mounted over the wash basin. Note metallic strip along edge of shelf, to take carelessly set-down cigarettes.

scheme has been followed in the cloakroom and lavatory.

A contrast to the plain wall colour is provided by the curtains, which are a bright modern design by David Whitehead. They hang from wooden pelmets, adopted for tidy appearance and for ease of cleaning.

Other features which brighten the room are several vases and a picture, which is a good colour reproduction. An old-fashioned fireplace has been simply but effectively masked (and its draught eliminated). Heat is provided by a gas radiator. Some shelves give a homely touch and take magazines and books, and under the bottom shelf the footstools can be stored neatly when not in use. Along the base of the wall has been placed a strip of beading. This both helps to keep the flooring material in place and makes for ease of cleaning, by providing a concave rather than a straight edge. Wastepaper baskets are metal to reduce any fire risk.

Wall-length Mirror

A feature of the cloakroom is a long mirror running the length of one wall and placed above a shelf or table. It is on the style of the mirror in the chorus girls' dressing room, and like this allows for a number of girls to use it at a time, if necessary, and still get a good view of their faces and hair. The girls sit on the wooden stools or benches while they make-up and adjust their hair. Incandescent lighting is directed on to the mirror, with shadow eliminated as much as possible, and the type of lighting does not affect the colour of make-up. Running along the edge of the make-up table is a broad metallic strip to take the carelessly set down cigarette.

The girls hang their outdoor coats and white overalls on racks. In appearance, these are like the racks on which women's dresses and coats are displayed in shops. The framework, however, can be heated and so provide warmth for drying wet clothes. There is a rack at the bottom for shoes. This device saves the need for separate drying accommodation where there is limited space. It is gas-heated and can be switched on or off as desired.

In addition, each employee has a locker for hats, shopping bags, etc. The lockers are wooden and have a shoe rail underneath. Each locker measures 18 in. by 12 in. by 12 in. The lockers are back to back, but they are so designed that they could be constructed in stacks of four and could be placed against a wall.

In the cloakroom is the easy chair for a girl who feels unwell. It is placed by a radiator and a window; there is no couch because an employee who was so ill as to require to lie flat could not, in any case, be brought up to these rooms, which are at the top of the building. A rug is kept in a locker for covering the girl for additional warmth. Hot water bottles can always be obtained from the shop downstairs.

Separated from the cloakroom by a three-quarter height hardboard and glass partition is the lavatory and washbasin accommodation. (In other premises, a similar partition could be used for screening where, for instance, a gas ring has to be provided in the rest-room itself.)

There are two water closets, and on the inside of the doors of these a wooden container has been placed in which are kept the paper bags used for taking soiled sanitary towels, which are disposed of in a wall incinerator. No provision has been necessary for the supply of towels, because (again) supplies can easily be obtained from the shop.

Hot water for the two washbasins is obtained from an electric water heater, and roller towels are provided, in accordance with the company's general policy. The piping under the basins has been masked by a sheet of metal, the same metallic material used for the strip on the make-up table. It can be easily cleaned.

The last room in the suite is the kitchen. This is used by the employees to make a hot drink or prepare snacks. Here, lemon has been used as the main colour and the woodwork is in grey. There is a gas stove, a constant hot water point (so that tea can be quickly brewed), and a heater for hot washing-up water. There are racks for hanging washing-up cloths to dry. The table is covered with metal sheet. Each employee has her own cup and saucer and teapot, which she keeps, together with her sugar or any other food which she wants to keep, in individual cabinets which have open mesh metal doors.

There is no doubt that the amenities have been appreciated by employees, and that there are ideas here which could be utilised by other small establishments.

How To Cut Lost Time

IN a small engineering firm in Australia, absenteeism was found to have cut profits by £7,284 a year. Cost of absenteeism in America has been estimated at £20 per employee per year. A survey in Birmingham showed an average absentee rate of 3.9 per cent for men and 6.5 per cent for women in 1948. All employers realise that this adds up to a very serious problem. How to tackle it?

The basic step in a programme to reduce absenteeism is the establishment of a sound record system. Analysis of these records will indicate the programme necessary to deal with the problem. Such programmes fall into five main sections:

Deterrents. A simple and effective deterrent is to make all workers who are usually more than two minutes late lose a quarter-of-an-hour's pay. A scheme which hurts the pride rather than the pocket, is to install a two-colour time recorder which pin-points all late arrivals in red. Another penalty is the suspension of all late arrivals, after preliminary warnings. Interview all employees as soon as possible upon their return to work and insist on written excuses for late arrivals.

Incentives. The award of quarterly prizes for good time-keeping is a useful incentive, as is a similar device, the good time-keeping bonus, which allows every worker with a perfect record over the month to share in a production bonus. Leisure is sometimes a stronger incentive than money, and some firms allow good time-keepers to have time off during working hours. Team competitions with prizes for the teams showing the best attendance and time-keeping records are popular, but where it is not economical to give prizes to all winners, a lottery in which only good time-keepers may participate can be equally effective.

Propaganda. This can be put over verbally or by means of notices on office or factory notice boards. Some firms send a letter of congratulation, accompanied in some cases by a token badge, to every employee who has completed a record year.

Improved job methods and working conditions. Boredom and fatigue are conducive of absenteeism and decreased production. These can be minimised by tea breaks, "Music while you work," and similar means of improving the working climate.

(Condensed from *Business*, 4/53.)

Top Secret

ONE way of arousing interest among employees about a particular project is to send them a "secret message," written in invisible ink. The McBee Co., Ohio, did this with a message urging employees to submit ideas for improving production and operating methods. This idea won the company first prize in a nationwide contest held by the National Association of Suggestion Systems.

(Condensed from *Factory Management and Maintenance*, 3/53.)

Helpmates

WIVES of agents of the Pacific Mutual Life Insurance Co., Los Angeles, helped to increase business during the Spring Selling Bee by an average of 198 per cent.

This "woo-the-wives" plan began as part of a sales promotion campaign. Wives received pots of honey and sheets of recipes, followed by letters from an unknown correspondent called "Peggy Martin," suggesting that busy husbands would appreciate some extra special dish. Further publicity material was sent and wives were invited to take part in competitions and "quizzes." The interest aroused was such that the company decided to continue sending friendly letters to the wives and the women responded by sending suggestions for helping husbands in their careers. Response indicated that the women were delighted to be regarded as their husband's business partners.

(Condensed from *Sales Management*, 1/5/53.)

Canteen versus Welfare

MORE trouble is caused in canteens by welfare officers with a little knowledge trying to tell canteen managers how to do their job, than by anything else. The feeling of antagonism which often exists between the canteen and the welfare department is the fault of management for not clearly defining the respective duties and limitations of each. The canteen manager is, or should be, appointed because he has a special knowledge of his job and he should not have to consult the welfare officer about purchase of equipment, buying of consumable goods or engagement of his staff.

Too many managements still look upon the canteen as the "Cinderella" of the organisation and hand it over to the welfare department. The canteen manager must have direct access to management in all matters, but the welfare officer can do much to help him by seeing that workers use the facilities properly, and by making management appreciate the value of a good canteen in helping to increase production.

(Condensed from *Catering*, Spring, 1953.)

Baby Derby

TO celebrate the formation of their company on October 15, 1878, the General Electric Co. of America have announced that they will give five shares to every baby born to a G.E.C. employee on October 15, next. To be eligible for the "baby derby," at least one parent must have remained on the company's pay-roll from January 1 to October 15.

General Electric now have about 210,000 employees, and their statisticians estimate that the number of new shareholders will be approximately the same as that of the original group that founded the company—thirteen.

(Condensed from *Management Review*, 2/53.)

TWO FIRMS "GET TOGETHER"

Following the amalgamation of Keith Prowse and Sir Henry Lunn Ltd., the directors gave a cocktail party for the entire staff of the two companies. The 350 people present took the chairman's advice—"to get together and enjoy yourselves."

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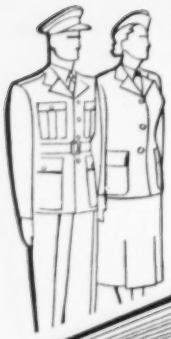

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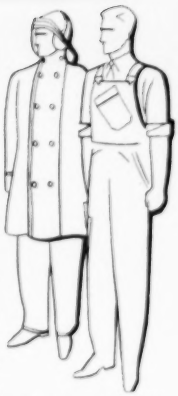

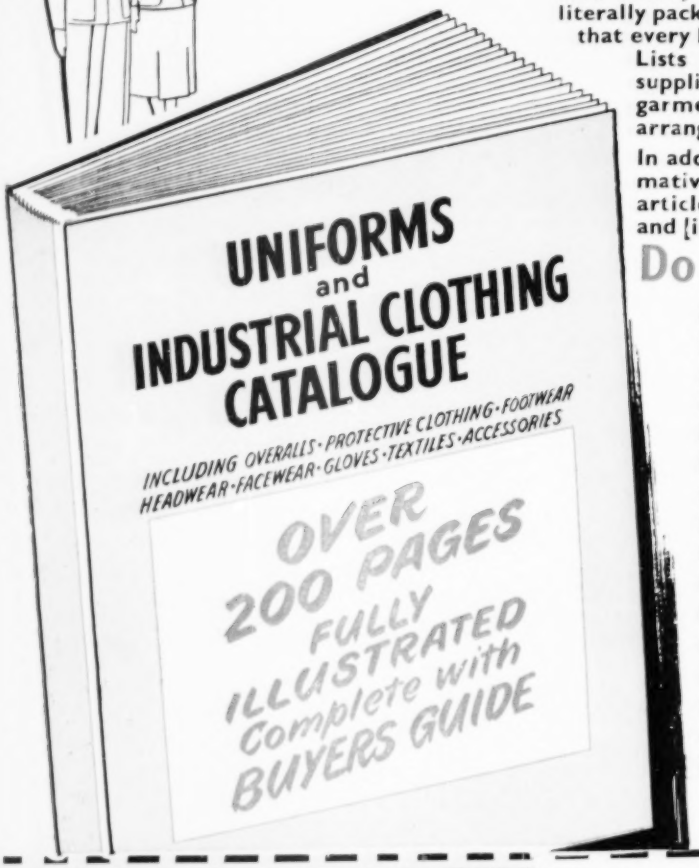

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House Magazines and the Coronation

Through Six Reigns

The reign of Queen Victoria—in the year 1867 to be exact—saw the opening in Cefn Mawr, of a small works to distil paraffin oil and wax from colliery shale waste. Later this process was abandoned in favour of the extraction of phenol and cresylic acid from crude tar acids. With the accession of Edward VII in 1901, events took place in the United States which were to have wide repercussions in Cefn Mawr. John Francis Queeny formed a small company for the manufacture of saccharin, and named it Monsanto Chemical Works, in honour of his wife, Olga Monsanto. The reign of George V saw the arrival of John Queeny in England, and in 1930 he bought a half share in the Ruabon factory, as Cefn Mawr was now known. The fascinating story of the development of the company through the reign of George VI, with its contribution to the war effort and the part it has played in atomic developments, up to the accession of Queen Elizabeth II, is told in words and pictures. Coronation year sees new chapters still being written—the production of styrene, and a new development in agricultural chemistry, krilium soil conditioner. **(The Autoclave.)**

Past and Present

Coronations of the past, and the meaning of traditional pomp and ceremony, are dealt with in a series of informative articles as a guide to a better understanding of the Coronation of Queen Elizabeth II. Hints on running a Coronation party, details of the processional route, etc., provide employees of Vernons of Liverpool with a very comprehensive picture of the "highlight" of 1953. **(Opportunity.)**

Background to History

The story of the Coronation from the Saxon Kings to Elizabeth II, a Coronation "quiz," information about royal palaces and postage stamps, wine for the loyal toast and Elizabethan herb gardens, royal fish and royal standards, London pleasure gardens and heraldry (at the "local"), all contribute to make an interesting and entertaining record of events connected with the crowning of our Queen. **(The Steel Casting.)**

The Year's Work

A pictorial survey of the company's activities in Coronation year show that employees of John Laing and Son Ltd. are busy building a power station in Plymouth, a harbour in Syria, flats in Fulham, native houses in the Transvaal, a school in Whitehaven, government offices in Johannesburg, a cathedral in Carlisle, and roads in Northern Rhodesia, to mention some of their contracts. Nearer home, employees are enjoying outings to Bournemouth, Llandudno, Whitley Bay, Bridlington, Minehead, Wye Valley, Felixtowe and Southsea this summer. **(Team Spirit.)**

Dyers Since George III

The firm of Clarks of Retford, dyers and cleaners, has been engaged in business since George III was on the throne in 1798. Moreover, it has been owned and managed by succeeding generations of the same family, without a break, since that date. It was founded by the great-great-grandfather of the present directors, after the woollen mill, in which he was employed as a journeyman dyer, closed down.

He continued to dye yarn and homespun for the local inhabitants. In Coronation year, this firm, now with branches all over the Midlands, is proud to be the first firm of cleaners and launderers to give an unconditional guarantee of customer satisfaction. **(Clarks Magazine.)**

Page of Gold

Coronation day 115 years ago was a great day for London, and a great day for Thomas de la Rue, who, to mark the occasion, printed England's first golden newspaper. Today thee firm are printing colonial issues of postage stamps to commemorate the Coronation of Elizabeth II. In addition, they are producing fountain pens, gas cookers and laminated plastics—things which were undreamed of by those readers of the "page of gold" in 1838. **(De la Rue Journal.)**

Royal Centenary

One hundred years ago, Cadbury Bros. received their first Royal Warrant of Appointment from Queen Victoria. The firm has received similar honours from Queen Alexandra, Queen Mary, Queen Elizabeth (the Queen Mother) and King George VI. They hope to be honoured with a new Warrant in 1955, by Queen Elizabeth II. Five reigns have been celebrated at Bournville. This year's celebrations included the planting of commemorative trees, carillon recitals, and a trip to London by barge for twelve boys, as well as the usual sports and social programmes. **(The Bournville Works Magazine.)**

Historic Castings

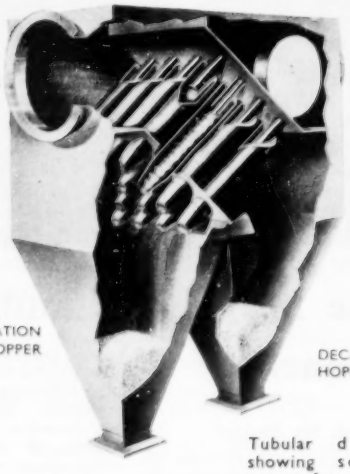
Employees of Johnson, Matthey and Co. Ltd. played an important part in the Coronation. This firm provided the bar of gold—"one pound's weight"—which is the "Sovereign's Oblation" to the Church, as well as the gold from which were fashioned the bracelets presented to the Queen by the Commonwealth countries. Precious metals, combined with the craftsman's art to produce tiaras, bracelets, brooches, insignia for the Royal Household, horse trappings, caskets, tableware, as well as souvenir spoons and engraved glasses, mugs, plates, etc. **(The Bulletin.)**

Many editors of employee magazines rose to the occasion in fine style and produced souvenir editions in commemoration of the Coronation of Queen Elizabeth II. So good were these that this month we are devoting this feature to brief descriptions of some of those received. With considerable ingenuity, the majority of these editors used the Coronation theme to provide their readers with information about their company's history, policy and progress.

How to Choose a Dust Collector

By R. J. SHERWOOD

Managing Director, Thermix Industries Ltd.



Tubular dust collector, showing separation of coarse from fine dust particles. Wear is almost eliminated.

Last month the author described the various methods that exist for the protection of human beings and the buildings in which they work against the dangers of dust. In the present article he examines the strong and weak points of the various types of plant available for extracting dust from the air before the latter is returned to atmosphere either indoor or outdoor.

THE aspirated air arising from dust-emitting sources carries a quantity of dust which must be extracted by a dust collector before the air is discharged to atmosphere. As the collector influences the behaviour of the whole plant, its choice is the main factor in the design of such a plant. There is no universal apparatus. The choice depends on the fineness and nature of the dust and, above all, on the desired efficiency.

A dust collector should be considered from four aspects: 1. Efficiency; 2. Reliability; Cost and size; 4. Running costs. Efficiency may be determined by the collector's effective retention of dust particles and the weight of dust which escapes from it. The potential users should require from the makers a guarantee concerning the amount of dust issuing from the outlet of the plant.

Should the exhaust from a collector be discharged into the workshop? With thermal economy in winter, there is a temptation to recirculate the "dust-proofed" air. No industrial dust collector, however, is 100 per cent efficient. Therefore this closed circuit ventilation is not to be recommended if toxic dusts, or dusts which might cause specific disease, are present. Further, most plants are prone to some stoppage in working, which causes the immediate reduction of retention efficiency. This is not always noticeable straight away. The "dust-proofing" of a workshop thus becomes a complete farce, especially if the air contains a great deal of dust at the suction side of the collector.

Measurements taken recently in a foundry, at the air-redistribution points of several types of dust collectors which were claimed to be efficient, gave this result: Number of particles smaller than 10 microns per cu. ft. of air, 3,500,000/15,000,000 Free silica contained in the captured dust, 10 per cent.

Offensive Exhaust

However, provided the dusts generated are not dangerous, air which has been through a collector can be re-circulated; but the collector should be as near as possible 100 per cent efficient.

A collector of the maximum efficiency and reliability must be installed if the dust is of commercial value, or if it is dangerous to human beings, animals or vegetation. A collector of lesser efficiency might be selected (as long as it complies with the rulings of the local inspector of factories) if the dust is neither valuable nor dangerous. Exhaust from a collector must be limited so that it is not offensive to the neighbourhood. This offensiveness has not been established legally, but it may be very soon.

Reliability in a dust collection plant means that the pick-up velocities at the hoods and vents should remain fairly constant, regardless of the length of period of operation. This implies that the apparatus must not clog or become obstructed. Efficiency of collection should also remain constant. A collector with a permanent efficiency of 96 per cent to 97 per cent is preferable to plant with a normal efficiency of 99.5 per cent, which may drop considerably at times.

Purchase price, running costs and maintenance costs of the plant should be as low as possible. These costs can be calculated by taking into consideration the following points:— (a) Power costs for fan and motor. To this amount should be added the cost of power for auxiliaries or accessories, such as rotary valves, pumps, etc. (b) Cost of water and spare parts, or, if used, compressed air. (c) Cost of filters. (d) The labour costs for cleaning, maintenance and repair.

Current types of collectors may be grouped into two classes:—

1. Filter installations, consisting of a filtering layer which retains dust and leaves the gas to escape. The dust remaining on the filter cross section must be removed periodically to prevent complete clogging. In this category are the felt-type filters, coke-filters, fabric and tissue filters.
2. Dust separators, in which a force

(*Continued on page* 90.)

Management Through the Supervisor's Eyes

How do *You* Give Orders?

Many readers have sent in valuable comments on Discussion Leader's June article, "How do you get the best out of a group?" From these letters, two have been selected for quotation—and a guinea prize. One prize-winner spotlights an essential requirement for the maintenance of good group relations—orders clearly and understandably given. Our columnist discusses this important subject, and invites readers' views. £1 1s. will be paid for each letter published.

(Photo, by courtesy of Horace W. Cullum and Co. Ltd.)

IN an earlier article we discussed the importance of the primary working group. We saw that the individual gains a sense of security from belonging to a group and we know that this profoundly affects his well-being and the enthusiasm with which he tackles his work. I suggested, too, that it was the job of the supervisor to encourage groups of people to form strong and enduring ties.

I am grateful to Mr. Denis Veasey of 30 The Vineries, Acocks Green, Birmingham 27, for raising another aspect of the supervisor's responsibilities to groups. He writes:

For the most part we work in groups and so, having decided that a person has the right experience and qualifications for a job, we must consider how that person will affect and be affected by the group.

The only person who can study this aspect is the immediate supervisor or foreman. He (or she) should know his workers and their normal reactions. He must avoid introducing one who might have an unfavourable influence into the group. This might seem a very simple thing, but it is not. These problems require the attention of a student of human nature. The foreman, if he is to do the job properly, must be something of a psychologist. He must understand his workers, and their feelings must be considered if the harmony of the group is to be maintained.

Do Their Faces Fit?

This is very true, but it is understandable that a supervisor, harassed by immediate and pressing production problems, might shelve this kind of long-term study. Before he can select people whose "faces fit" he must first have studied his jobs to see what sort of disposition the person doing each one requires.

An American company, realising that "the description of the social character of jobs has lagged far behind the technical description" has instituted a procedure which concentrates on this approach to selection. How much social contact does a particular job require? What type of social contact (i.e., with fellow workers, with higher management, with customers, etc.)? How much leadership of others? How much close participation with others in a primary working group? How much sense of responsibility to the community?

If a supervisor can think like this about the jobs in his department he can set about fitting people into the position best suited to their disposition, temperament and attitude towards life. In addition, he needs to know a lot about the disposition and attitudes of the other people in the department, so that the newcomer can be fitted in with them as well as into the social requirements of the job itself.

I know of a group of three middle-aged moulders, each with long service, whose behaviour illustrated this problem. Their company expanded and took on an extra moulder. The new man was young and energetic and consistently turned out more work than the other three. The group of three viewed him with suspicion and refused to accept him as one of their number. He left the company after six weeks. Another middle-aged man might have fitted without much trouble into this group, although a long and well-established group always finds changes more difficult to tolerate.

A foreman who can follow the wishes of a group about the individuals who should make up its membership has gone most of the way towards solving this problem.

In this connection the second study of Minetown in J. Scott's and R. Lynton's *Three Studies of Management* (see review on page 76) is of particular interest. The management in this small branch of a hosiery factory made a point of forming their production groups with girls who were already friends off the job. The result was good working relationships, and a solid foundation on which very strong group feelings were built.

OUTPUT MAINTAINED

They Talked, Laughed, Sang

ANOTHER correspondent, Miss Nerida Joyce, of 58 West End Lane, London, N.6, describes a group with similar good relationships which she knew in Australia. She writes:

In a small factory in Sydney, Australia, I worked with a group of girls on the design and creation of hairstyles in sisal fibre for the window display models for local use and export.

Since we were all qualified hairdressers, the work, often involving a repetition of orders, or the recurring demand for a favourite style, became more or less routine.

We were, however, allowed freedom to talk, laugh and sing on the job. I was often responsible personally for the fulfilment of orders, and I feel convinced that the cheerful, friendly atmosphere produced was largely responsible for the excellent ouput maintained.

This was especially true of the afternoon stretch between lunch and the tea break when the humidity often induced an overpowering feeling of drowsiness.

Naturally too much noise may give a misleading impression. One weekend when we were working overtime, and when the machines were silent, there came a request from a neighbouring

(*Continued on page* 88.)

How to Raise the Working Group's Output

Men have a natural desire to work together, but to make the most of this desire, management must have a policy which fosters and strengthens group ties. In this review of an important book recently published, our contributor "Discussion Leader" discusses the authors' contention—based on three excellent case studies—that the industrial manager must possess more than the traditional skills if he is to gain the maximum co-operation from those in his charge.

Three Studies in Management. Jerome F. Scott and R. P. Lynton. Routledge and Kegan Paul. 18s.

IT is to be hoped that this book is the first of many of its type. There is a great need for more of these patient, detailed studies of British industry.

Three Studies in Management is about the science and skills of management. The authors maintain that the traditional managerial administrative skills and "intuitive perception" or tact need to be supplemented if the modern manager is to do his job effectively.

Today, managers who are often unsure of their own status, have to deal with rapid social and technological changes and with increasingly complicated processes in organisation, whereas in the past changes came more slowly, and industrial units were smaller and more fully rooted in the local community life.

We need a systematic study of management—an analysis of the facts so that we can make explicit some of the important skills of management and begin to formulate some basic hypotheses on the processes of co-operation. In this book the authors describe three such field studies in industrial organisation which they have carried out. One study was made in a colliery called "Burncoal," employing about 1,400 men, the second is of a village factory, "Minetown," studied from its beginnings, and the third is of a large hosiery factory, the "Acorn Co."

These studies are important because they provide additional evidence to show that the findings of the Hawthorne investigations carried out twenty years ago in America are valid for three widely differing industrial organisations in this country. They reaffirm the importance of the place of work as a social unit.

Men possess a natural desire to work together, and we all need to gain what Elton Mayo described as "social satisfaction" from our work. Thus the Burncoal colliery study shows the way in which day-to-day co-operation between manager, overseer and men is carried on to "win" coal in spite of the five D's—"dirt, dust, danger, damp and darkness." It shows how recent developments have weakened the strength and cohesion of natural groups. The team spirit inherent in more traditional methods of coal getting has been weakened by the introduction of the Longwall method of mining, by the weakening of the ties of the mine with the local community (e.g., by the importation of "foreign" labour) and by the new and confused position of the trade unions under nationalisation.

Strengthening Group Ties

The result is added stresses on both management and men—revealed, for instance, in the rate of absenteeism—which call for great management skills.

The study of Minetown, on the other hand, shows how high morale and satisfaction at work can flow from a conscious policy on the part of management to foster and strengthen group ties. In 1948, a small factory was established by a large hosiery firm, in a town where mining and farming were the only other major sources of employment. Great care was taken to fit the factory organisation into the local community life. Local labour was employed and a local manager engaged. Girls were engaged if they were found to be suitably talented to learn the intricate job of "linking," subject to the overriding consideration that they were acceptable members of the local community and would fit in with other girls at the factory.

Thus, one girl who scored highest at the dexterity and other tests was not engaged because the local community considered her to be a "bad type." Girls who found each other congenial were placed in groups together, and everything possible was done to foster a feeling of group spirit. Output graphs were put on the wall beside each group; the groups helped to set group targets and were consulted about all changes and matters which concerned them.

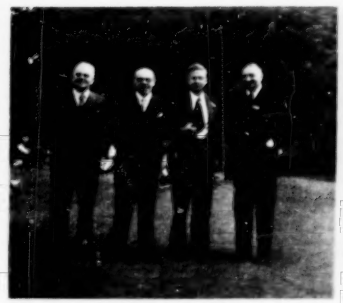
The result was a very high morale which showed itself in a low labour turnover and absentee rate, and in steadily increasing production. Girls habitually arrived early in the morning and insisted on staying overtime voluntarily if work remained to be finished.

Attitude To Change

All three studies, but particularly the third one (Acorn Hosiery Co.), throw light on people's attitude to change. The Minetown and Acorn studies show how change is strongly resisted if it is felt to be a threat to a group's existence or usual way of life. A group at any level in a concern needs to recognise the need for change, and should participate in determining the process of change, if this resistance is to be overcome. This, too, was one of the findings of the Hawthorne investigations.

All three studies show, too, the power which groups have over individual behaviour, which tends to be regulated by "group norms." To be absent at Burncoal was part of a traditional way of behaving; but a girl who persistently did not reach the group target in the Minetown study was ostracised by the others who finally asked the management to dismiss her. Managers therefore need, say the authors, to exercise "permissive control;" the fine art of executive decision is " in not making decisions that others should make" (Chester Barnard).

All three reports are, of course, subjective studies, as such social reporting is bound to be. At times the student wishing to pursue some subject further might wish for a footnote reference to the appropriate text. But this deficiency is remedied to some extent by a very good bibliography.



At the Industrial Co-partnership Association conference. Left to right: W. Wallace (Rowntree and Co.), H. W. L. Reddish (Rugby Portland Cement Co.), E. Fletcher (T.U.C.), R. T. Chapman (Baker Perkins Ltd.), Dr. E. W. Bakke (Yale University), D. Heathcoat Amory (Minister of Pensions), J. Ward Daw (director, I.C.A.), Dr. Bakke again, Sir H. Stanford Cooper (Ford Motor Co.), and Miss Beryl Foyle (Boxfoldia Ltd.).

Tell Employees All You Can About Your Company

Says HEATHCOAT AMORY (Minister of Pensions)

HOW much of the private business of a company should managers be prepared to disclose to other employees as a contribution towards better understanding in industry?

D. Heathcoat Amory, M.P., Minister of Pensions and chairman of the Industrial Co-partnership Association, left his hearers in no doubt as to his opinion when he spoke to the annual conference of the association on July 12th. "We should be not only willing to pass information on, but enthusiastic to do so," he said. "We should pass on such information as will broaden the interest of a man in his job. And we should pass it in the most natural and informal way possible. It may only be a minority who want this information, but do not let us neglect minorities!"

Sharing the information was the basic principle of co-partnership, which without it was a sham. Mr. Amory said that co-partnership could be summarised as the desire to treat all these in a company first as human beings and then as colleagues, and finally as members of a team. "When we are successful, we wish our colleagues to share in that success." The interests of management and workpeople were not always identical, but the field of agreement was wider than was sometimes thought. When human relations were good, all problems were soluble; human management was more important than scientific management.

Dr. E. Wight Bakke, director of the Labor and Management Centre, and Sterling Professor of Economics, Yale University, had earlier—in a brilliant address—stressed the same point. The workplace, he said, was a community populated by human beings. Many firms who believed in the value of keeping their workpeople informed, sometimes ignored that elementary fact. "You take action in order to get action. Management shares information, in other words, for a particular purpose. But does it always ask the question, 'Is anybody listening?'" If not, even the most enthusiastic promoters of communications might be disappointed.

Management could test the probability of their message being absorbed by employees by asking the following questions:

1. Is the matter relevant to the workers' position and function?
2. Does it tally with their experience?
3. Are the receivers of messages also senders of messages?
4. Are the communications routed so as to strengthen the planned society of the factory?
5. Do you, as senders, trust and respect those to whom the communications are sent?
6. Can the recipients trust and respect the senders?

One way of making the information relevant to the worker's function was so to enlarge his function that he *needed* the information. Of two companies in his experience, one engaged a man "to operate an X.39 press." The other engaged a man "to operate an X.39 press *and to help operate the company*." The clue to good communications was not good talking, but participation. Let employees play as large a part as possible—over and above their own job—in the affairs of the firm.

These views must have been meat

(*Continued on page* 80.)

Working Ages

WOODWORKING industries have the highest proportion of young men under 20 years of age—14 per cent, compared with the average of 7 per cent for all industries—according to an analysis of the age of employed people during 1951, published in the June issue of the *Ministry of Labour Gazette*. National and local government services, in which the age of recruitment is higher than for most industries, had the lowest proportion of men under 20—only 2 per cent.

The highest proportion of men of pensionable age were employed in miscellaneous services (8 per cent), in the leather and clothing industries (7 per cent) followed by the textile industries and agriculture (6 per cent). The average age of all employees was lowest in building and contracting, with 60 per cent under 40 years of age, and highest in national and local government with 62 per cent aged 40 and over. The proportion for all industries were 51 per cent under 40, and 49 per cent aged 40 and over.

Among women the proportion under 20 in all industries and services was 17 per cent, but nearly 25 per cent in the clothing industries, and over 25 per cent in the paper and printing industries were in that age group. Again, the highest proportion of pensionable age were in the miscellaneous services group which includes domestic and catering staff.

It was estimated that about 44 per cent of employed women were married

(excluding widows), and the highest proportion of these was in the 35-39 age group (68 per cent). Industries employing the greatest number of married women were: non-metalliferous mining products, 57 per cent; metal goods, 54 per cent; leather, 53 per cent; engineering and textiles, 51 per cent each.

For men, the age distribution showed little variation from region to region. The group 30-49 accounted for 45 per cent of the total number employed in the whole country; this group varied from 44 to 47 per cent in all regions. Scotland had the lowest average age with 31 per cent under 30, and 25 per cent aged 50 and over. London, South-Eastern and Southern Regions had 26 per cent under 30, and 28 per cent aged 50 and over.

Among women, regional differences were greater. London and South-Eastern Region had 39 per cent under 30, and 21 per cent over 50, while the Northern Region and Wales had 52 per cent under 30, and 15 per cent over 50. In Scotland also, the number under 30 years of age was over 50 per cent.

Reducing Fatigue

THAT the work of porters, loaders, stacking and despatch men employed in retail distribution could be made much easier and more effective, was ably demonstrated at a course on manual lifting and handling recently organised by the Industrial Welfare Society. All those who attended the first course say that the instruction and practical demonstrations given of the way to lift and handle heavy (and not so heavy) objects so as to eliminate unnecessary movement, save time and conserve energy, were very useful. These one-day courses are being held as a result of the views expressed by members of the Anglo-American productivity team who studied retailing and distribution in the United States.

Short Term Benefits

THE National Insurance Advisory Committee is to consider whether the present provisions governing the payment of National Insurance benefits for short spells of unemployment or sickness are the most appropriate, especially in those cases where a claimant is also receiving payment from an employer, and if not, to make recommendations which do not increase the liability of the fund for these two benefits.

The problem which has led to this inquiry concerns benefit for short periods when the worker remains in the service of the employer though not fully employed throughout the week. Such cases are increasing because of the extension of guaranteed wage agreements, etc. Further problems arise as the result of the wide adoption of a five-day working, when short time is being worked. Any representations on the question should be sent to the Secretary, National Insurance Advisory Committee, 10 John Adam Street, London, W.C.2, before September 26th, 1953.

WAGES NEWS

AGRICULTURAL WORKERS—An increase of 7s. a week in minimum rates of pay for farm workers has been proposed by the Agricultural Wages Board, with proportionate increases for women, juniors and casual workers. This is subject to confirmation by the employers.

CIVIL SERVANTS—Typists, machine operators, and temporary clerks are to receive wage increases of 7s. 6d. a week for men, 6s. 3d. for women, and 4s. for juniors. About 90,000 Civil Servants will benefit.

CO-OPERATIVE WORKERS—The employers' side of the Co-operative Union national wages board rejected the union's claim for a wage increase of 15s. a week for retail employees, and offered an increase of 6s. a week for men and 4s. 6d. for women. This was in turn rejected by the unions; the claim will now go to the conciliation board.

LOCAL GOVERNMENT OFFICERS—Delegates to the annual conference of the National Association of Local Government Officers passed a resolution asking their executive to submit a claim for substantial increases in the salaries of their 220,000 members.

MINERS—Delegates to the annual conference of the National Union of Mineworkers last month agreed to withdraw resolutions asking for a substantial wage increase, and referred to their executive a motion asking for higher wages for the lower paid grades only.

POST OFFICE ENGINEERS—Delegates at the Post Office Engineering Union's conference adopted a resolution for a wage claim based on the value of work done by the various grades.

RAILWAY SHOPMEN—A claim for a wage increase is being submitted on behalf of 116,000 railway engineering workers by the employees' side of the Railway Shopmen's National Council.

RAILWAY WORKERS—A claim for a 15 per cent wage increase has been submitted on behalf of about 600,000 railway workers by the three railway unions.

SHOP ASSISTANTS—The Retail Food Trades Wages Council has given notice of proposals to increase wage rates for men by 6s. a week, and for women by 4s. 6d., with proportionate increases for juniors.

A wage increase of 5s. 6d. a week for men and 4s. 6d. for women engaged in the retail drapery, outfitting and footwear trades has been recommended by the Wages Council.

TAILORS—Delegates to the annual conference of the National Union of Tailors and Garment Workers carried a resolution asking for an approach to the employers for substantial wage increases.

TRANSPORT WORKERS—Private and municipal bus companies have been asked for substantial wage increases on behalf of operating and maintenance staff. About 90,000 employees of private companies and 75,000 employed by municipal services are affected by the claim.

"Believe in Productivity"

THE pre-requisite of higher productivity is that one must believe in it and like it. This is the view expressed by the productivity team which recently reported on its study of the ammunition industry in the United States. The American concept of productivity stems from a belief in an expanding economy and in the certainty of reward for individual enterprise and even greater reward for organised enterprise. The team realised that the study of Americans and their attitude to their own management was even more profitable than a study of tools and equipment.

The team was very impressed with the detailed planning for production and the attention given to the reduction of fatigue in workers by the extensive use of mechanical aids. It also comments on the absence of piecework in America, and suggests that British employers and trade unions should consider the extended adoption of job description, classification and evaluation methods. It was favourably impressed by the American approach to the problem of increasing the number of skilled men and recommends that the system of apprenticeship training in Britain should be examined with a view to establishing basic standards and conditions of training. It further recommends that employers in this country should pay greater heed to administrative ability in selecting individuals for promotion to the lower managerial grades.

Lost Days at the Docks

THE number of days lost through labour disputes in the docks last year was the lowest since the Board's inception; 12,901, compared with 339,878 in 1951. Out of a total of 6,422 men lost from the main register, more than 3,700 left the industry of their own accord. Many of those who resigned were the younger and middle age groups, whom the industry can ill afford to lose, a tendency which is likely to be accentuated by the operation at present of the "temporary release scheme." The report emphasises the need to establish an efficient and balanced labour force, and to this end urges a labour policy agreed with the national joint council which will enable men on the main register to be offered a reasonable measure of security over a long period.

These Training Courses Build Efficient Canteen Staffs

Students from industrial canteens learn "knife drill," or how to use a knife properly—a basic training point. Managements stand to gain much from having their canteen workers properly trained.

By L. BANHAM, A.R.San.I., A.M.H.C.I.

In September, canteen workers may enrol at technical colleges which offer catering courses. Managements would do well to consider putting members of their canteen staff in for such training. The results may be not merely reduced catering costs, but a better fed—and therefore, probably, more efficient—labour force.

A WELL-TRAINED canteen staff is an asset to any business. Of recent years the number of centres where training is available has increased considerably. The courses which are most suitable for canteen staffs are:

City and Guilds of London Institute Course No. 150 ("Catering Trades Basic Training Course"). This is primarily intended for new entrants to the catering industry and instruction is given for six hours a week for two years. Subjects included are cookery, counter service, kitchen practice and hygiene, calculations for caterers, catering commodities, waiting and services, and the aim of the course is to provide a good all-round basic training.

Course No. 151 ("Cookery for Hotels and Catering Establishments") is suitable for canteen cooks who have had at least one year's experience and who wish to improve their qualifications. The certificate which is awarded to those who have completed the course and are successful in the examination is a useful yardstick by which capability might be measured. Duration of the course is one year, and instruction is given for six hours per week.

There is, too, the *City and Guilds Course No.* 152 ("Advanced Cookery for Hotels and Restaurants"), but the standard of work for this course is not usually to be found in canteens.

Some educational establishments offer training to meet the requirement of the Hotel and Catering Institute Course No. 24 — The Waiting Course.

Management would do well to consider putting their senior canteen staff in for the Royal Sanitary Institute Course in "Nutrition in Relation to Catering and Cooking," and the Royal Sanitary Institute Course in "Food Hygiene." Further information may be had from the secretary, Royal Sanitary Institute, 90 Buckingham Palace Road, London, S.W.1.

The City and Guilds Course in "Breadmaking and Flour Confectionery (first year)" includes quite a good deal of instruction likely to be of use to the canteen pastrycook. The accent is on the production of small cakes, buns and fancies on commercial lines.

The twelve-week course for canteen cooks held at the Hotel School, Westminster Technical College, Vincent Square, London, S.W.1, is also worthy of special mention.

The training work of the Tea Bureau should not be overlooked. The commissioner of this body will supply particulars of the one-day courses which are held periodically at the Tea Centre, 22 Regent Street, London, S.W.1. At the L.C.C. Northern Polytechnic there is a course of lectures in "Institutional Management and Catering." A panel of experts lecture on buying, food storage, equipment, staff control, business affairs and cookery demonstrations are included in this series of ten worth-while evenings' instruction. This course might well be copied in other areas throughout the country and could be adjusted to suit local conditions. There is always some chef locally of sufficient ability to give cookery demonstrations, while the medical officer of health could arrange for someone to talk on hygiene and food hygiene.

The dietician at the local hospital could deal with nutrition, and the catering officer at the same hospital could be invited to lecture on buying and food storage. Not every area is adequately served in with facilities for catering education, but it should be remembered that if sufficient demand is made the local education authority will generally prove helpful.

There is, therefore, an obvious need for heads of interested firms to co-operate with each other and with the local education authority to form the kind of course which they want in those areas which have hitherto offered no facilities for catering education.

When facilities do exist, employers should remember that it may be unwise to state on the works notice

board that facilities exist locally for catering training, and that interested persons should consult the personnel officer. Regrettable though it may be, canteen workers have not all got the mental ability to absorb the training offered in such a course as City and Guilds No. 151. Managements would be wiser to persuade workers to take a course of instruction which is within their ability to grasp.

"Write it? Oh, horror!"

Cooks, particularly women above 35 years of age, are often found to have a horror of written work and are, in consequence, inclined to regard the theoretical instruction with suspicion. There are, in many towns, courses available in practical cookery from which much can be gained by students who find it difficult to absorb theory. The remedy lies in having a personal chat with each individual who would, in the opinion of the employer, benefit from attendance at a course of instruction.

Employers would do well to offer to pay the enrolment fee and the examination fee when appropriate. After all, the canteen service will assuredly improve from having properly trained staff. It is one thing to arouse the interest of the worker in education, and it is quite another to maintain that interest. In general, it may be said that canteen workers are very conscious of their status in the social order. Bear this fact in mind, and from time to time have a chat with the worker who is attending a course and enquire of his progress. It may well be that some suggestion will arise from the chat which will help to raise the standard of service in the canteen, or prove to be a means of reducing expenditure.

Footnote:—A list (price 3d.) of technical institutions offering courses of training in 1953-54, may be obtained from the Hotel and Catering Institute, 24 Portman Square, London, W.1.

TELL EMPLOYEES ABOUT YOUR COMPANY

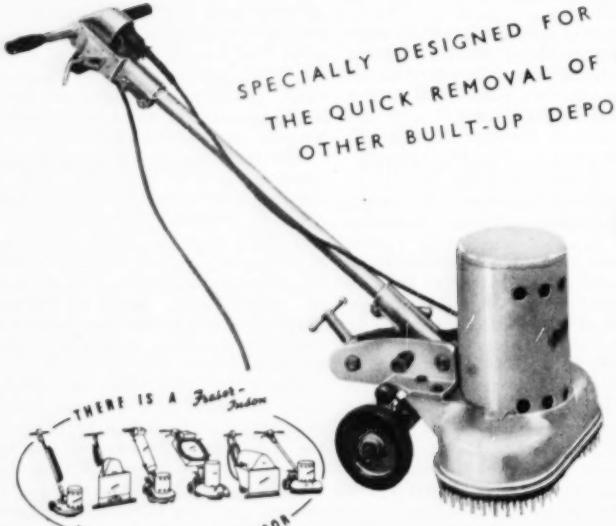
(*Continued from page 77*)

and drink to E. Fletcher, head of the Trade Union Congress production department. Mr. Fletcher said he saw no harm in the conception of "sides" in industry (though industry was multilateral, not merely two-sided); but he appealed for a basic partnership of all the groups. "I want the maximum availability of information. We are rather a reticent country, and I think management in general is too secretive in the information given to (a) the trade unions and (b) competitors." The trade union movement wanted to contribute to industrial efficiency; lack of enthusiastic disclosure of information was one of the factors preventing the maximum contribution from being given. Consultation on the national level was working very well; but not at the factory level, where it was only 5 or 10 per cent effective.

It seemed as though Mr. Fletcher was preaching to the converted, valuable though his words were as a presentation of the trade union viewpoint. Most of the delegates who spoke made it plain that, as co-partners, they believed in keeping their workpeople well in the picture. W. Wallace, chairman, Rowntree and Co. Ltd., quoted his mentor, Seebohm Rowntree. "Tell employees a good deal more than you tell the shareholders. People who have invested their lives in the business are entitled to a full statement of the company's results."

Mr. Amory rounded it off. The risks of keeping information about the company under management's hat were, he maintained, greater than the risks of supplying a little information to one's competitors in the process.

INDUSTRIAL FLOOR CLEANING AND MAINTENANCE



SPECIALLY DESIGNED FOR THE QUICK REMOVAL OF IMPACTED GREASE AND OTHER BUILT-UP DEPOSITS FROM FACTORY FLOORS

Fraser-Tuson

THE BITTERN

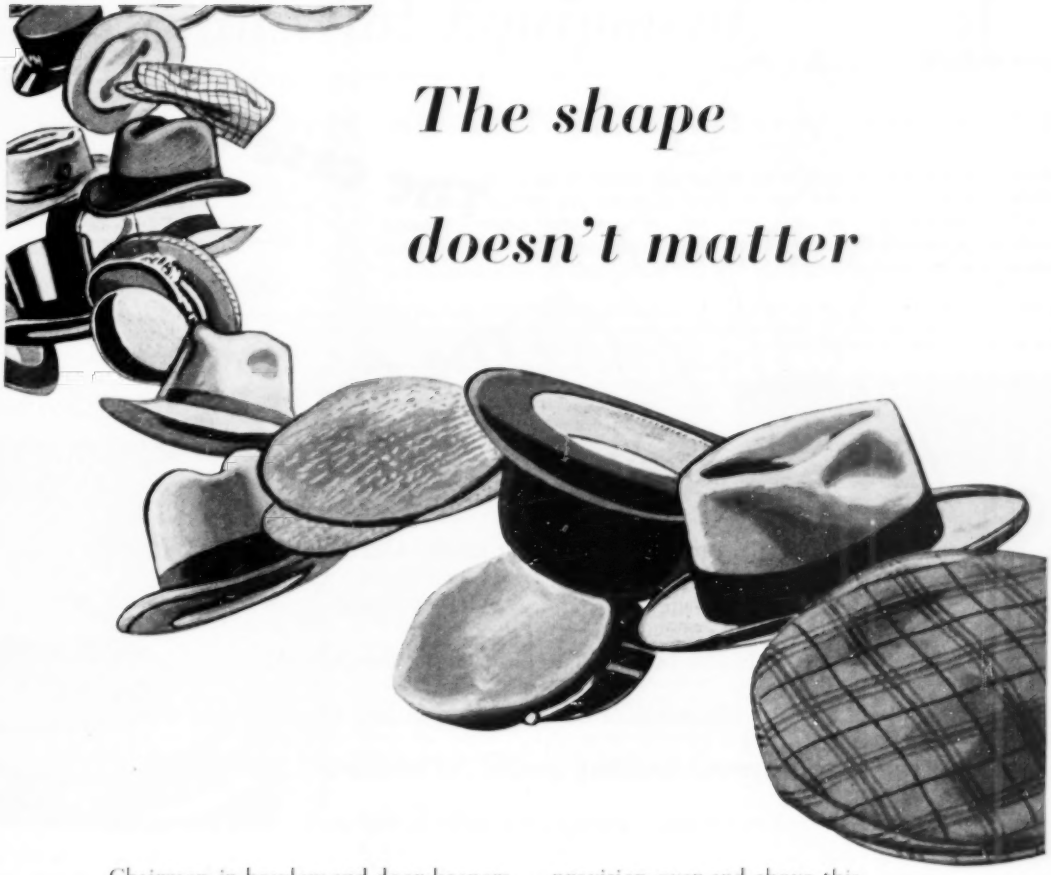
Scarifying Machine

Especially designed for the quick removal of impacted grease and other built-up deposits from factory floors, this machine has two brushes revolving in opposite directions so that no effort is required to control the machine even under the heaviest scrubbing conditions. The rotation of the brushes is reversible, thus doubling the life of the brushes and gears.

Please write for full particulars to:—

Cimex-Fraser Tuson Ltd.

Head Office and Works. Dept. 4P
20-26 Cray Avenue, Orpington, Kent *Tel.: Orp. 6731 (5 lines)*
Manchester Office: 211 Oxford Road, Manchester 13
Tel.: Ardwick 2003



The shape doesn't matter

Chairmen in bowlers and door-keepers in top hats, staff and works employees in trilbies or cloth caps, all become entitled to a State pension from age 65—*of 32/6 per week.*

The average man at that age may reasonably expect to live another 12 years—but on what?

Every person in your employment and you yourself, will one day need retirement provision over and above this subsistence level, and such provision needs to be made in advance . . . now.

Modern pension planning has nothing to do with the shape of hats, but it is of vital concern to every man wearing one.

For expert advice on Schemes ranging from the Chairman to the door-keeper, for one man or a thousand men, consult

The Noble Lowndes Pension Service

38 LOWNDES STREET · LONDON, S.W.1 · TELEPHONE SLOANE 3465 (10 LINES)
3 NEWTON PLACE, **GLASGOW**, C.3 · 25 CROSS STREET, **MANCHESTER**, 2 · 9 TITHEBARN STREET, **LIVERPOOL**, 2
12 EASY ROW, **BIRMINGHAM**, 1 · 7 SOUTH PARADE, **LEEDS**, 1 · 21 COLLINGWOOD STREET, **NEWCASTLE-ON-TYNE**, 1
39 KILDARE STREET, **DUBLIN**

The case of The Costly Fur

Let Hawkshaw pursue the missing mink. Our concern is with the fur (or scale) that is found in dishwashing machines. This can be costly too! Lowers the cleaning efficiency of the machine, causes a lot of extra work, makes a dangerous breeding-ground for infections . . .

Deduction: wrong detergent being used. And the answer (my dear Watson) is elementary: change over forthwith to

DEOSAN H.D. CLEANERS

(POWDER DETERGENTS)

— made specially for the job and supremely good at it. H.D.1. for hard-water areas and H.D.2. for soft-water areas. We'll be be glad to send you further particulars on request.

DEOSAN LIMITED, Catering Hygiene Division, 345 Gray's Inn Road, London, W.C.1
(One of the Milton Group of Companies)

New Industrial Equipment

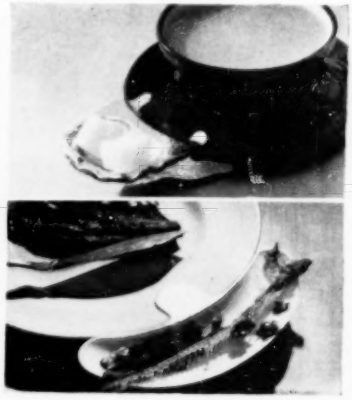
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

CANTEEN

Saucer and Plate Tidies

TO prevent sugar and biscuits from becoming soaked when placed in the saucer of a cup of tea, here is a tidy which can be attached to any type of saucer. It is made of polished aluminium. A similar tidy, this time



for the plate, serves as a receptacle for pips, stones, fish and meat bones, etc. This is of ivory plastic and can be attached to any type of plate.

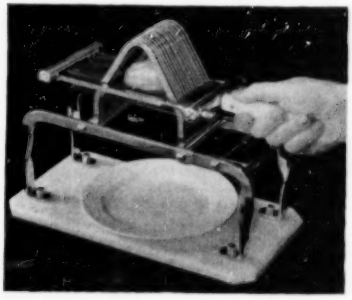
(PM/647.)

No Waste Slicer

THIS new tomato slicer will cut 1 lb. of tomatoes into slices in less than a minute. There is no waste, no loss of juice or pulp. The tomato is placed under an inverted "V" made of heavy-section stainless steel, and a rack holding fourteen thin stainless steel blades is then lifted. The slices fall on to the plate below and are then ready for the table. The blades are sharpened on both edges. They can be used either side up, and are replaceable.

Lettuce, cooked vegetables, beetroot, mushrooms, etc., can also be sliced on this device if handled carefully, but not raw vegetables or hard-skinned fruits.

(PM/648.)



Food Savers

NEW polythene plastic bags are useful for keeping lettuce, tomatoes, cucumber and other similar items fresh overnight or during the day. Available in different sizes ranging from 7 in. by 9 in. to 8½in. by 14 in. these bags will also keep bread fresh. They are ideal for the small canteen which has to handle small quantities of food.

(PM/649.)

Salt Puffer

MADE from resilient plastic (polythene), this puffer is for salt,

pepper, etc. It is said to be moisture-repellent and thus to prevent caking. Available in small or large sizes with different coloured caps, the puffer can also be used as a sprinkler. **(PM/650.)**

Crown Cork Opener

DESIGNED to remove the crown of a bottle at first attempt, this new opener does not chip or break the top of the bottle and also grips the bottle firmly so that it will not fall, even if it slips out of wet hands.

As can be seen from the illustration,

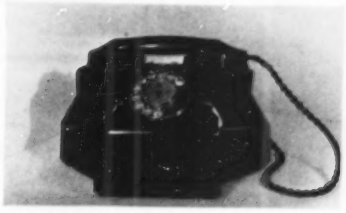
one of the features of this gadget is the provision of a container which catches every crown, thus preventing the floor from becoming covered with crowns which may cause somebody to slip. The container also catches any drips which may fall during opening. Intended for the canteen or club room, the opener is finished in oxydised copper or chromium plated.

(PM/651.)

WELFARE

Kills Telephone Germs

OF importance to sufferers from sinus disorders, catarrh, etc., and users



of small or stuffy offices and rooms, is this new sterilising instrument for telephones. Manufactured from the same

TOWELS ON HIRE
(REALLY CLEAN)

For Offices and Works

All Types—for All Purposes

TURKISH TOWELS—still the—"BEST DRY"

★ Towels that are really clean

★ The same person is assured of the same towel

★ It is a Weekly Service

★ Service with the "Personal Touch"

★ Roller, hand, tea, and guest towels, also dusters

★ WE ALSO OFFER A WEEKLY SERVICE IN OUR LAUNDRY WORK FOR CANTEENS, WORKS, ETC., SUCH AS OVERALLS, TABLE LINEN, ETC.

THE HURST LAUNDRY (1930) LTD., ASHTON-u-LYNE

Phone : ASH 1162

type of durable plastic material as the G.P.O. use, this instrument is a form of stand on which rests an ordinary G.P.O. telephone. On either side of the stand and located immediately below the mouthpiece and earphone of the receiver are two rounded "guards." It is from the base of these cylindrical projections that the sterilising action is said to take place. The makers state that this instrument is not an attachment to the G.P.O. telephones and may therefore be ordered and utilised with complete freedom.

The action of replacing the telephone receiver automatically sets off a radiation of ultra-violet rays into the mouthpiece and earpiece, thus destroying bacteria lodged on the instrument after the last call, and leaving it disinfected, deodorised and ready for the next call. The ultra-violet lamps have an estimated life of twenty years, or the equivalent of 8,000 hours.

(PM/652.)

Easier on the Eyes

ILLUSTRATED is an illuminated magnifier, which is designed to give strain-free vision to inspectors and others engaged on close work. Strain, occasioned by the brightness contrast

between a highly-illuminated lens field and a dark surround, is said to be obviated by the use of a translucent reflector. The large diameter (5 in.) corrected lens permits binocular vision without accommodation strain; this provides a stereoscopic image so essential for the examination of small parts. The use of a circular fluorescent lamp surrounding the lens gives a shadowless illuminated field, obviating shadow distraction from hands and tools. A field intensity of 200-250 foot candles of substantially daylight colour is provided by the use of 20-watt fluorescent lamp. Operational discomfort due to heat, usual with filament lamps, is said to be absent.

(PM/653.)

HEALTH

New Surgery Cabinet

THIS cabinet has only been on the market during the past few

weeks. Consisting of 114 assorted occlusive waterproof dressings, the out-

fit also contains application instructions. Made by the same company is a new type waterproof adhesive strapping which can be cut to any size. Because it is designed to stretch all ways, it moulds itself to body contours like a second skin, and never frays or catches in clothes. **(PM/654.)**

For Healthy Feet

HERE are two items for the surgery. Workers standing on their feet all day often contract hyperidrosis (excessive perspiration), athlete's foot, foot itch, hard skin, callouses, soreness and other complaints. A preparation containing pancreatic enzymes has been produced which is claimed to help to get rid of these maladies. The first item is used in a footbath of warm water, and a fortnight's treatment on alternate days will be found sufficient. The other is a dusting powder, containing the same enzymes as are used in the bath treatment, which is sprinkled liberally on the feet, especially between the toes and into socks or stockings. **(PM/655.)**

LIGHTING

Reversible Lamp

THIS new lamp for the surgery can be employed as an upward or downward lighting unit. Its circular backplate is designed for attachment to a B.S.S. conduit box by means of two 2-in. centre holes. The ¾-in. curved tube arm terminates in a carrier to take a satin finish opal glass globe,

which accommodates a 100/150-watt lamp. **(PM/656.)**

For Close Work

THE 75-watt reflector spotlight is said to be probably the first standard light source of its kind to fit any ordinary domestic lamp holder. With an internal parabolic-type reflector and satin frosted crown, the lamp gives a powerful beam of controlled light which is extremely useful for close work on the factory workbench. **(PM/657.)**

SAFETY

Hand Safety

THIS new guard is designed to employ the interlocking principle so that

Put your finger on the man you want...

with a timely advertisement in the classified columns of the DAILY HERALD. Employers all over the country use this medium for finding *skilled* replacements for every trade and craft. Why? Because of the 5,400,000 readers of this newspaper MORE THAN HALF are skilled workers. The following are typical DAILY HERALD reader groups:—

Manufacturing and Industry	**1,060,000**	**Mining and Quarrying**	**280,000**
Building and Engineering	**580,000**	**Transport and Communications**	**270,000**
Commerce, Finance & Professions	**390,000**	**Distributive Trades**	**250,000**

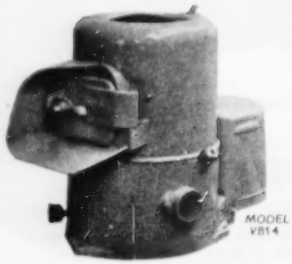
The swiftest and most economical way to secure new skilled staff is to advertise for them in the classified advertisement columns of the

DAILY HERALD

Rate 15/- per line. Communications should be addressed to Classified Advertisement Manager, Daily Herald, Acre House, Long Acre, London, W.C.2. Temple Bar 1200, Extension 454 and 466

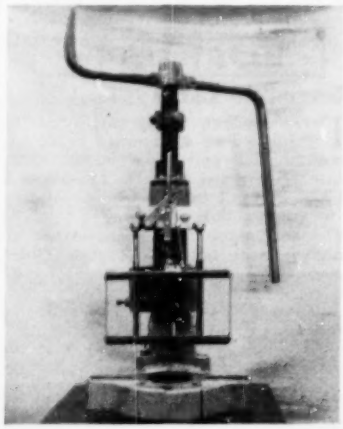
"Wheelers of Plaistow"
specialists in the manufacture of
OVERALLS
for
MEN
and
WOMEN
in every Trade

The "VOLE Brand" DIGNIFIES THE JOB
H. WHEELER & CO. LTD.
Overall Clothing Manufacturers
107 LONDON RD., PLAISTOW, E.13
Telephone: GRAngewood 4071

POTATO PEELING MACHINES
by
VICTORIA


A WIDE RANGE COVERING EVERY NEED, INCLUDING ONE FOR
YOUR CANTEEN
Details from the Manufacturers
IMPERIAL MACHINE CO.
Victoria Works
Edgware Rd., London, N.W.2
Tel.: GLA 2802

until the guard screen is closed, ensuring that the hands are in safety, it is impossible for the ram to move downwards



no matter how much force is used. The ram can move upwards at all times, whether the screen is closed or open. The interlocking action operates from all starting positions and is said not to require adjustment, while the screen itself is adjustable to suit special tooling. The guard is closed by hand or foot and opens by spring action at the beginning of the ram upstroke. The foot control is obtained by a small pedal unit operating the flexible cable shown. **(PM/658.)**

Safeguards Records

THIS new fire-resistant file is designed to safeguard personnel and other vital records and statistics. It is certified to keep its contents intact for not less than one hour in temperatures rising to 1,700° F. The makers say that this certification is based on tests by independent authorities in which the furnace temperature rises steeply to 1,000° F. in 3 min. and continues to increase steadily throughout. The monolithic construction of the insulation gives strength to withstand the severe impacts which are incidental to the course of a fire. Among the features of this file are the fire-resisting drawer head, the safety catch on each drawer, the gear-actuated extension slide and space-saving follower block. This firm also has a fire survey service which will co-operate in providing a plan for individual record protection. **(PM/659.)**

New Face Guard

DESIGNED for the safety of operators of high-speed grinders, drills and similar tools that tend to project particles upwards at high velocity, a shoulder-braced face-guard has recently been put on the market. The shield is firmly supported by felt-lined shoulder braces, while a light-weight chemical-proof or flame-proof fabric bib is attached to the lower edge of the shield to protect the neck and chest. The full-vision face-shield which is supplied clear or tinted, is trimmed with aluminium and completely protects both front and sides of the head.

The whole equipment is designed to be adjusted or released in a moment,

and while wearing it the operator has both hands free. **(PM/660.)**

THIS new poster aims to make workers more "eye-safety conscious." Copies are issued by a firm of safety goggle manufacturers, may be obtained by application through this office by enclosing an addressed label together with 6d. in stamps to cover cost of packing and postage. The poster itself is free. **(PM/661.)**

Low-cost cleaning for **Paintwork**

TEEPOL, Shell's master detergent, cleans all paintwork — flat or glossy, varnish or enamel — with outstanding efficiency. And, consequently, with great economy. It dissolves grease and suspends dirt at lightning speed, saving manual effort, saving the hard rubbing which wears out painted surfaces. TEEPOL is, in fact, the perfect general cleaning aid, ideal also for windows, mirrors, floors, dish-washing and for all surfaces to which water is normally applied.

TEEPOL (liquid) is supplied in 4-gallon cans with an economy pouring device; also in 45-gallon drums and in 1-gallon cans. Write for a free illustrated booklet which describes the many uses of TEEPOL.

Clean right through with Teepol

SHELL

SHELL CHEMICALS LIMITED *Divisional Sales Offices:* Walter House, Bedford St., London, W.C.2. *Tel:* Temple Bar 4455. 42 Deansgate, Manchester 3. *Tel:* Deansgate 6451. Clarence Chambers, 39 Corporation St., Birmingham, 2. *Tel:* Midland 6954. 28 St. Enoch Square, Glasgow, C.1. *Tel:* Glasgow Central 9361.

"TEEPOL" is a Registered Trade Mark

HOW DO *YOU* GIVE ORDERS?

Continued from page 75

office for less noise. Since this was understandable enough, we complied—even if a trifle resentfully—but the production rate was right to schedule and to the complete satisfaction of the client.

It is interesting to see that the girls complied with a request from a neighbouring office to make less noise "since this was understandable enough." I wonder if all requests or orders which are given by management or supervisors in industry are received in this spirit? Sometimes the purpose of a request or order is not obvious to its receiver, and the person who is giving the order does not explain or make it plain.

A woman supervisor told me how she arrived one morning to find on her desk a stencilled copy of an order to all supervisors from the works manager. The note read: "In future all supervisors must allow 20 min. cleaning-up time in their departments at the end of the day, instead of half-an-hour as previously allowed."

The order made my informant very angry, as this was the first she had heard of the new arrangements. If she had been consulted, she said, she would have told the works manager it was impossible to apply the instruction in her department.

She went straight to the works manager and told him how she felt. He replied that she would have to comply with the order since he must have uniformity of practice throughout the factory. She reports that she did not argue any more with him, but found every possible excuse to ignore the order in the future.

Why We Obey

In fact, we will all obey orders which we can see are necessary; on the other hand, we ignore or shelve or resent the order which appears arbitrary and without a foundation in the facts of the situation.

Chester Barnard, in his book *The Function of an Executive*, goes even further when he says, "The decision as to whether an order has authority or not lies with the person to whom it is addressed."

Perhaps what I have been saying is summed up rather neatly in the story of the little boy who was asked rather sharply by his mother to fetch a pail of water. As he picked up the pail to go, he turned and said firmly, "I won't!"

I should like to go further into this subject of order-giving another month. In the meantime, how do *you* give orders?

DISCUSSION LEADER.

News in Brief

The miners' pension scheme, which was introduced about fifteen months ago, now has a voluntary membership of over 80 per cent of the miners eligible to join. Figures vary considerably in different coalfields; in Yorkshire it is 58 per cent, and in Durham and Northumberland 93 per cent.

* * *

At their annual conference, the National Federation of Building Trades Operatives decided to make an application for a 40-hr. week without loss of wages. They also asked their executive to press for a 44-hr. guaranteed week instead of the present 32 hours.

* * *

As from July 4th, unemployed people who have exhausted their period of benefit under the National Insurance Act will not be able to claim extended benefit. Application for further benefit must be made to the National Assistance Board.

* * *

The Institute of Economic Engineering has changed its name to "The Society of Industrial Engineers."

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 884. The National Insurance and Industrial Injuries (Reciprocal Agreement with Italy) Order, 1953. Dated May 28, 1953, made by the Queen's Most Excellent Majesty in Council under Section 64, National Insurance Act, 1946(a) and Section 85, National Insurance (Industrial Injuries) Act, 1946(a). *H.M.S.O.* 6*d*. (Provides for social insurance benefits to be made available to Italian nationals resident in Great Britain and Northern Ireland, and vice versa. Operative from June 4, 1953.)

No. 893. The Police (No. 2) Regulations, 1953. Dated May 28, 1953, made by the Principal Secretary of State for Home Affairs under Section 4, Police Act, 1919(a). *H.M.S.O.* 2*d*. (Amend the 1952 Regulations by increasing scales of pay for women inspectors and chief inspectors. Operative from June 1, 1953.)

No. 899 (S.77). The Police (Scotland) (Amendment) (No. 2) Regulations, 1953. Dated May 29, 1953, made by the Principal Secretary of State for Scotland under Section 4, Police Act, 1919(a). *H.M.S.O.* 2*d*. (Amend the 1952 Regulations by increasing scales of pay for women inspectors and chief inspectors. Operative from June 1, 1953.)

No. 924. The Paper Box Wages Council (Great Britain) Wages Regulation Order, 1953. Dated June 3, 1953, made by the Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Order B.(50), and fixes new statutory minimum remuneration payable and holidays and holiday remuneration allowed. Operative from June 22, 1953.)

No. 925. The Paper Bag Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated June 5, 1953, made by the Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Revokes Order P.(52), and amends Order P.(50) by increasing statutory remuneration payable. Operative from June 22, 1953.)

No. 979. The National Insurance (Widow's Benefit and Retirement Pensions) Amendment Regulations, 1953. Dated June 18, 1953, made by National Insurance Joint Authority under Section 18, National Insurance Act, 1946(a), and the Minister of National Insurance, in conjunction with the Treasury, under Section 65 of that Act. *H.M.S.O.* 3*d*. (Amend the 1948 Regulations by providing that, in certain circumstances, a widow married more than once may count any period of entitlement to pension under the 1936 to 1941 Acts in computing the duration of her last marriage for pension purposes. Operative from June 24, 1953.)

No. 983. The Jute Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated June 22, 1953, made by the Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Order J.(88) and amends Order J.(86) by increasing statutory minimum remuneration payable. Operative from July 8, 1953.)

No. 984. The Tobacco Wages Council (Great Britain) (Abolition) Order, 1953. Dated June 22, 1953, made by the Minister of Labour and National Service under Section 6, Wages Councils Act, 1945(a). *H.M.S.O.* 2*d*. (Abolishes the Tobacco Wages Council as from July 1, 1953.)

GENERAL

Inflammability of Dusts. Classified list of dusts that have been tested for inflammability in the form of dust cloud. Issued by the Ministry of Labour and National Service, Factory Department, February, 1953. (Factory Form 830.) *H.M.S.O.* 3*d*.

Special Provisions Regarding the Safety of Young Workers. Issued by the Ministry of Labour and National Service, Factory Department, March, 1953. (Factory Form 281.) *H.M.S.O.* 4*d*.

Choice of Careers. (New Series). Furniture Manufacture (No. 38); Printing, Composing Room Crafts (No. 46); Printing, Machine Room Workers (No. 47); Printing, Photo-Mechanical Processes (No. 48). Issued by Central Youth Employment Executive. *H.M.S.O.* 1*s*. 3*d*. each.

National Insurance. Credits for Training Courses. Report of advisory committee which reviewed conditions under which people undertaking full-time training courses are exempted from liability for payment of insurance contributions. Issued by the Ministry of National Insurance, June, 1953. (Cmd. 8860.) *H.M.S.O.* 6*d*.

INDUSTRIAL COURT AWARDS

No. 2448. Iron and Steel Trades. Reference: Claim for additional weeks' holiday, or salary in lieu, for clerical and laboratory staffs. Award: That present holiday allowance of two weeks and one long weekend shall be increased by four days in the case of staff with over five years' service with the company. (13/5/53.)

No. 2249. Constructional Engineering. Reference: Claim for increase in rates of pay for boilermaker apprentices. Award: Claim not established. (13/5/53.)

No. 2450. Pre-Cast Concrete Manufacture. Reference: Claim for wage increase of 2*d*. per hour. Award: Increase of 1½*d*. per hour for men, with proportionate increases for women and juniors. (21/5/53.)

No. 2451. Meat Trade. Reference: That increases in head rates on sheep and pigs decided by the Slaughtering Joint Industrial Council in October, 1952, be paid to workers in Birmingham. Award: Claim not established. (27/5/53.)

No. 2452. Public Health Service. Reference: Revision of salary scales for medical officers and assistant medical officers. Award: In favour of claim. (28/5/53.)

No. 2453. Catering Industry. Reference: That rates of pay of resident workers in National Service Hostels be increased 5*s*. a week when absent from the hostel on paid leave. Award: In favour of claim. (28/5/53.)

No. 2454. Road Passenger Transport Industry. Reference: Interpretation of Industrial Court Award No. 2403. Award: The Court ruled that the true meaning of their Award was that in order to comply with Section 93, Sub-section (1), Road Traffic Act, 1930, the parties concerned would have to pay rates of wages and observe conditions of employment not less favourable than those applicable to people employed in similar capacities in a Group II undertaking in accordance with current agreements and awards of the National Council for the Omnibus Industry. (27/5/53.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 361. Remuneration of Certain Pieceworkers Employed by an Engineering Firm in Staffordshire. Claim: For implementation by employers of terms of the engineering agreement dated November, 1952, without any reduction in piecework prices. Award: In favour of claim. (26/5/53.)

No. 362. Grading of an Officer Employed in the Service of the Battersea and Putney Group Hospital Management Committee. Claim: That post of administrative assistant be graded D of appropriate salary scale. Award: Claim not established. (26/5/53.)

No. 363. Rates of Wages of Mechanics Employed in the Flour Milling Industry. Claim: For substantial wage increase. Award: Increase of 6*s*. per week. (28/5/53.)

No. 364. Conditions of Employment of Apprentices Employed by an Engineering Firm at Dundee. Claim: For implementation by employers of terms of engineering agreement dated April, 1947, in respect of certain apprentices. Award: In favour of claim. (3/6/53.)

No. 365. Claim for Payment in Lieu of Notice in Respect of Certain Workers Formerly Employed by a Firm at Shoreham Airport, Sussex. Claim: For payment in lieu of notice in accordance with engineering agreement. Award: In favour of claim. (4/6/53.)

No. 366. Introduction of a Cost Control System in the Experimental Department of an Engineering Company in London. Claim: Dispute concerning objection of workers to introduction of a modified cost control system. Award: That workers shall comply with the company's request under the terms of proposals submitted by the unions. (9/6/53.)

No. 367. Remuneration of Clerical Workers Employed by an Engineering Firm in London. Claim: For salary increases in accordance with specified agreement. Award: Salaries of clerical workers to be increased by 7*s*. 6*d*. a week for men 21 and over, by 6*s*. 6*d*. for women 21 and over, and by proportionate amounts for juniors. (10/6/53.)

No. 368. Remuneration of Certain Workers Employed by Three Firms of Cricket Ball Manufacturers in the South of England. Claim: Dispute concerning piecework rates to be paid in the light of Award No. 192, July 7, 1952. Award: It was reported that the parties had now agreed that 1948 piecework prices be increased by a further 7½ per cent (making a total of 16½ per cent). In future, the piecework price schedule was to be subject to increases

(*Continued on page* 90, *col.* 3.)

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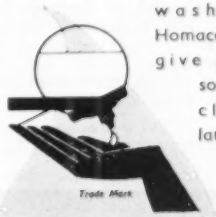

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E.52

HOW TO CHOOSE A DUST COLLECTOR

(Continued from page 74)

is applied to the dust causing it to follow a trajectory different from the main air current. The particles are projected into a collector and the force applied may be gravity (settling chamber), inertia, centrifugal (cyclones), electrostatic attraction (electrostatic apparatus), and finally contact with a liquid. Within these two categories, either wet or dry separation is possible.

Filtering Apparatus

Tissue filters are best known and most widely used. Cotton, linen and, latterly, nylon and other synthetic fibre tissues, are in use. They are generally very efficient, providing that they are carefully supervised and maintained. A regular manual or automatic shaking is essential to free the surface from accumulated dust and to prevent clogging.

Residue at the exhaust end of a filter (in good condition) is of the order of .005 gr./ft.^{3} of filtered gas. These figures apply to apparatus in perfect condition, and it is more prudent to quote a mean value of .012/.018 gr./ft.^{3}

The longevity of a tissue filter is not very stable. Losses vary with the relative thickness of the retained dust layer. This in turn depends on the frequency of shaking.

The pressure loss and the volume of the exhausted gases are influenced considerably by the humidity of the gas and the moisture content of the dusts. Filter bags should therefore not be used where moisture is to be expected.

The cost of bag filters without automatic shaking gear is relatively small, but they should not be used for large air volumes and high dust burdens. Cost and size of plant equipped with automatic shaking devices are very much higher. Running cost of tissue or bag filters is fairly high if dissipated energy is taken into account as well as the spare filters and maintenance.

Spare parts and maintenance costs are usually not low, as the bags wear out fairly quickly under impact of dust and frequent shakings.

Filter or bag-type collectors are very efficient, but require a good deal of space and constant supervision and maintenance.

This type of plant should be used for collection of (1) valuable products; (2) toxic dusts; (3) innocuous dusts of little value, but where the factory site is such that no appreciable dust may be tolerated at the exhaust outlet; and (4) for the filtering of air which is to be recirculated in the workshop atmosphere.

Use of bag filters should be avoided where hygroscopic dusts prevail, where the gases contain any water or steam, or where there is a temperature high enough to damage the fabric.

Wet Separators

Wet separators comprise paddle type washers; washing towers or sprayers; atomisers. They are often very efficient. Their working is stable and their purchase price varies with their efficiency. They need, however, a good deal more supervision and maintenance than certain dry collectors, and the running costs, e.g., for power, water and sludge disposal, are considerable. Inconvenience may be caused in winter by the freezing and further wetting of the collected product, which may have an influence on its properties. Sometimes the running costs are increased by the need for a sedimentation tank, and the work involved in the recovery of sludge.

Wet separators should therefore be used where dry separation is unsuitable or is not efficient enough, as in the case of dusts which are *very* fine and aggiomerate easily; of gases which contain a great deal of water steam; and where manufacturing reasons necessitate recovery of the product in the form of mud or solution (suspension).

Settling chambers with or without baffle plates are suitable only for the collection of large dust particles; their efficiency is rarely higher than about 50 per cent. *Cyclones* are used in nearly every industrial branch, and are of divers forms and sizes, varying, perhaps, from a few inches to several yards.

This type of plant is very robust, operates in a stable manner, and does not require much supervision. A cyclone, however, is very sensitive to the particle fineness, and its efficiency decreases rapidly below the 15/25 micron size, according to the design and dimension of the apparatus. It is also subject to wear by abrasion.

Such plant should be used for the collection of relatively large particles of dust, i.e., dusts which contain few particles smaller than 15/20 microns or for cases where overall efficiency of not more than 75/85 per cent is required. Recently, cyclones have been used as prefilters, to be followed by a collector of higher efficiency for the smaller dusts.

Great progress has been made during the past few years in design and construction of *centrifugal collectors*. In all industrial countries, multi-tubular plant has appeared, consisting of a certain number of small diameter tubular cyclones, grouped in a casing and working in parallel.

As the centrifugal force is inversely proportional to the radius of the cyclone, a higher efficiency can be obtained with these tubular collectors than with a large cyclone or ordinary multi-cyclones.

Tubular apparatus does not often clog, and pressure losses are constant, whatever the length of the working period. Cost and size of this type of apparatus is smaller than that of the bag filters with automatic shaking devices. Power consumption is much lower. Other running costs are practically non-existent, as this type of plant does not need any maintenance or spare parts.

The abrasion of the tubes is negligible and this is a great step forward from the usual cyclones. The small diameter of the tubes makes the efficiency of this equipment very high. It works with a much lower centrifugal speed than the cyclones and multi-cyclones.

Tubular collectors may therefore render considerable service in all workshop installations such as foundries, refractories, collieries and the chemical industry. This plant, further, may be used in some cases as prefilters in a series filtering apparatus.

For the lowest dust sizes, electrostatic collectors are possibly the most efficient of all. They tend, however, to be used only when all other methods have been found inefficient, for they are expensive and come in large sizes.

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OFFICIAL SUMMARY

(Continued from p. 89)

or decreases of the same percentage as applied to time work rates. The Tribunal accordingly embodied the terms of this agreement in their award. (10/6/53.)

No. 369. Working Week of Certain Workers Employed by an Engineering Firm in London. Claim: That company should operate a 44-hr. standard working week in the manner generally accepted in the engineering industry, and make consequential adjustments in earnings. Award: In favour of claim. (12/6/53.)

No. 370. Annual Holidays in the Display Producing and Screen Printing Industry. Claim: For extension of summer holiday from one to two weeks. Award: In favour of claim. (15/5/53.)

No. 371. Rates of Wages of Workers Employed by a Road Passenger Transport Undertaking in North Wales. Claim: For pay increase of 7s. a week. Award: In favour of claim. (16/6/53.)

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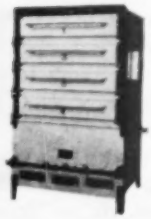

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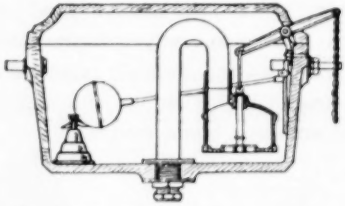

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